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Trembling giants
forced to compete
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FINANCIAL TIMES

Europe's Business Newspaper

TUESDAY JUNE 22 1993

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Bosnia leader pressed on latest peace proposals

Bosnian president Alija Izetbegovic (left) is under pressure from the European Community and from other members of the joint Bosnian presidency to adopt a less hostile attitude to the latest proposals for Bosnia's future political framework. Bosnia's collective presidency, which includes Serbs and Croats as well as Moslems, was reported to have postponed scheduled talks in Zagreb with Izetbegovic as signs of a split emerged which could threaten his position as leader.

Meanwhile, Izetbegovic's appeal to the European Community to lift the arms embargo against his country received little encouragement. Page 2

Hopes for German rate cuts: The rate of growth in German money supply slowed in May, encouraging hopes that the Bundesbank may shortly resume its cautious programme of interest rate cuts. Page 2

Pechiney: The French state-controlled aluminium and packaging group which is a candidate for privatisation, may have to wait for an improvement in the metals market before it can be sold. Page 2; Deficit, not ideology, drives French sell-off, Page 4

Call for German law on takeovers: Rolf Breuer, the board director responsible for Deutsche Bank's securities activities and chairman of the German stock exchange, called for a law to regulate takeovers and mergers in Germany. Page 23

British Steel attacked: State subsidies for its Spanish and Italian rivals and urged the European Commission to press ahead with restructuring plans, as the company reported an annual pre-tax loss of £145m (\$222m). Page 23; Lex, Page 22

Hungary upset by EC dumping: Unfair dumping of western grain and meat in Russia and the Ukraine is said to be crowding out exports from Hungary, Poland, Romania and Bulgaria. Page 6

Chinese in Gulf trade tour: Li Lanqing, a Chinese vice-premier, has begun a tour of the Gulf region at the head of a delegation aimed at cementing trade ties that last year were worth more than \$2bn. Page 6

Bradford & Bingley: the seventh largest British building society, is seeking to become the first non-German institution to establish a German building society. Page 24

Islamic bank \$41m donations: The Islamic Development Bank agreed to finance \$40m in foreign trade credits for Pakistan and Morocco and to donate \$1m to Somalia for educational needs.

Sharpling to challenge Kohl: German opposition leader Rudolf Sharpling said he would challenge Chancellor Helmut Kohl in elections next year after his last rival in the Social Democratic party pulled out of the race.

Israel coalition under threat: A corruption scandal in the Israeli cabinet threatens the country's fragile ruling coalition and could harm the peace talks with Palestinians and the country's Arab neighbours. Page 4

Steel producers discuss cuts: Desperate European steel producers are hoping to implement a co-ordinated industry scheme where one or two of them will permanently close smelting capacity and the rest of the EC industry will provide cash to cover the closure costs. Page 32

US policy on Haitian refugees upheld: The US Supreme Court upheld the policy of successive US administrations authorising the forcible return of would-be refugees from Haiti intercepted on the high seas. Page 6

Imports revive EC worries over deficit: Import volumes from countries outside the European Community rose sharply at an underlying level last month, reviving worries that the trade deficit might worsen in the later stages of a recovery. Page 9

Shuttle launches: The US space shuttle Endeavour blasted off from Florida on a mission to retrieve a European science satellite and conduct experiments in a privately owned cargo bay on its maiden flight.

STOCK MARKET INDICES

FT-SE 100	2902.4	(24.0)
Year	2915.5	(4.55)
FT-SE Eurodax 100	1183.31	(4.55)
FT-SE All-Share	1431.39	(4.55)
New York Investors	15,212.43	(52.11)
Dow Jones Ind Ave	3407.26	(2.49)
S&P Composite	445.02	(1.34)

US DOWNTIME RATES

Federal Funds	3.1%
3-mo Treasury Bills: Yld	3.115%
Long Bond	10.4%
Yield	6.750%

LONDON MONEY

3-mo Interbank	5.7%	(some)
Life long gilt future: Jun 107/Jan 106.5	5.7%	(some)

INVESTMENT BANKS (Argus)

Brent 15-day (Aug)	\$17.56	(17.45)
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Gold

New York Comex (Aug)	\$371.1	(37.2)
London	\$368.5	(37.25)

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NEWS: THE COPENHAGEN SUMMIT

UK premier warns rising labour costs are undermining EC competitiveness

Major fires broadside at social policy

By Philip Stephens, Political Editor, in Copenhagen

BRITAIN'S prime minister, Mr John Major, yesterday sought to move on to the offensive in his long-running battle with the country's Community partners over social policy by spelling out the link between Europe's escalating labour costs and its declining competitiveness.

In a presentation to the Copenhagen summit which was designed to capitalise on what he sees as a new mood of "realism" in the Community, Mr Major also took a further sideswipe at Germany for preventing a European-wide

reduction in interest rates.

Emphasising the advantages that Britain now enjoyed from a combination of low inflation and low borrowing costs, Mr Major said that high real interest rates elsewhere were "penalising growth, stopping investment and damaging business and consumer confidence". He also warned against any relaxation of Maastricht treaty guidelines on fiscal deficits, even though he regarded as "fanciful" the timetable set for European monetary union.

However, the prime minister reserved the thrust of his speech for a frontal attack on the damaging impact of high employment costs on competi-

tiveness and on job-creation.

Contrasting Europe's failure to create jobs during the 1980s with the success achieved in the US, he told other leaders: "The choice before us is a stark one. We surely do not want the 17m unemployed in Europe to become 20m or more people without jobs. We must compete or we shall contract."

He called for new procedures under which any proposed EC legislation affecting industry or employment would be accompanied by a full analysis of its impact on competitiveness. In parallel, the European Commission should carry out a thorough audit of existing directives to gauge their

impact on business costs and jobs.

In what his aides described as an attempt to disclose the notion that Europe could prosper "through trade with itself", Mr Major offered a litany of figures to underline the EC's weakening competitiveness and rising structural unemployment.

The Community share of the industrialised world's exports had fallen by 10 per cent during the 1980s. EC unit wage costs had risen by 4 per cent a year over the same period. In the US, the rise had been 1 per cent a year. In Japan there had been no increase. As a result, average labour costs in manu-

facturing in the EC were now 20 per cent higher than in Japan or the US.

Offering his prescription, Mr Major called for greater labour market flexibility and mobility, an end to wage indexation and the promotion of flexible work patterns and employment contracts.

That provided the basis for a sharp attack on efforts to harmonise social policy across the Community. With the non-wage costs of European employers nearly twice the level of their competitors in the US, the priority should be to reduce the regulatory and social burdens on industry.

Seizing on four directives

either passed or under consideration - covering working time, acquired employment rights, young people and part-time workers - Mr Major warned: "There is a real danger that harmonisation at Community level is locking us in to costly labour market rigidities and driving away business to our competitors."

Backing in principle Mr Jacques Delors' plan to produce a report for the Brussels summit next December, he said that the main focus should be on improvements to the functioning of labour markets and lightening the burdens on industry.

Delors' plan for economic recovery



Consolidate the single market and propose to economic and monetary union

Give a prompt conclusion to the Uruguay Round of GATT

Reform and reduce the educational system

Set up a new EC development model

Reform the EC's environmental policies

Increase cooperation in research and development

Create smooth transport and telecommunications structures

Create an EC information system to aid economic growth

Delors makes a hit by aiming lower

By Lionel Barber in Copenhagen

HOBBLED by sciatica, Mr Jacques Delors, president of the European Commission, performed a difficult balancing act at the Copenhagen summit yesterday.

His exposition on why Europe is losing the race to remain competitive with the US and Asia contained plenty of food for thought, but little to offend EC leaders, many of whom have different preoccupations for dealing with today's unemployment crisis in the Community.

But he added: "We are fully committed to the principles of the London conference. But the Community will not pressure the Bosnian government into any agreement it does not want. We just say it is important to negotiate."

Europe. Mr John Major, Britain's prime minister, will be present at the Copenhagen summit, where he will be asked to support a "swift" conclusion to the Uruguay Round of global trade talks under the General Agreement on Tariffs and Trade, assuming that difference on agriculture can be overcome.

Mr Delors offered little to the protectionist lobby in his native France which is gaining ground as unemployment soars.

Instead, he is looking beyond the present Gatt round to the creation of a future world trade organisation whose rules would take into account currency movements, capital flows, environmental codes and the need "to deliver the goods".

He has learnt to temper his ambition as the power balance has shifted

social progress to which every one has a right..."

Mr Delors also wants to raise spending on research and development, devoting 3 per cent of the gross national product of EC countries to this area, compared with the present 2 per cent.

He is also calling for a "common information area" in Europe, to be created by stimulating industries such as telecommunications, computers, and fibre optics. He suggested that the first new investment by member states be Ecu800 (3.9bn), followed by an annual Ecu800 programme.

These ideas confirm that Mr Delors has lost none of his instinct for thinking and acting on a grand scale. But in Copenhagen yesterday he showed that he understands that success will depend on the willingness of member states to co-operate.

Now that he is entering the twilight of his Brussels career, Mr Delors is looking to preserve today's gains in the EC as much as to chart the future.

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Interest grows in stability pact plan

By Ian Davidson in Copenhagen

THE French plan for a new European stability pact, aimed at forestalling any future conflict over national minorities in eastern and central Europe, is today expected to receive broad endorsement from Community heads of government.

It has already drawn a cautiously interested response from other member governments, and the 12 leaders will today examine it in greater detail, and report back in time for the next European summit in the autumn.

Britain, which might have been expected to be sceptical of launching any new comprehensive plan for eastern Europe, has decided to give the plan a fair wind largely in the interest of fostering the improvement in Anglo-French relations.

British officials said yesterday the government thought the plan was "very interesting", and was "happy to study it further". They were wary in case the French plan should weaken the existing pan-European Helsinki (Conference on Security and Co-operation in Europe) process, but thought it contained "imaginative ideas", worthy of further study, for dealing with serious problems.

The heart of the plan, launched by Mr Edouard Balladur, France's prime minister, is that the Community should persuade the countries of eastern Europe to negotiate with their neighbours to resolve the problems of their minorities, in agreements which would subsequently be endorsed by a plenary European conference.

The French argue that the break-up of the Soviet empire has revealed the seriousness of the problem of national minorities in eastern Europe, most acutely in the case of the ethnic war in former Yugoslavia.

In the latter case the international community proved incapable of preventing the outbreak of violence. But the French claim that the EC has an important interest - and may have the influence - to ensure that this experience is not repeated elsewhere.

The first stage in the plan would be a plenary conference to identify the problems of minorities and frontiers which needed settling. Stage two would be a series of negotiations by the relevant sub-groups of countries, assisted by other European countries as mediators.

Agreements reached in these sub-negotiations would be endorsed formally six months later, by a second plenary conference of all the participating governments, and incorporated in a "European pact".

The conference would be attended by most of the countries of eastern and central Europe, as well as by Russia, the US and Canada.

But the French propose to exclude the countries of the Caucasus, on the grounds that ethnic conflict has already broken out there.

The countries of ex-Yugoslavia would also be excluded for the same reason, unless in the meantime they should have negotiated an effective peace.

The prime mover in the conference, as well as in the subsequent negotiations, would be the European Community, since it would be holding out the underlying incentive for the eastern European governments to engage in the negotiations, in the shape of ultimate rapprochement with the EC.

The French argue that their plan should be regarded as the Community's first undertaking in the field of the common foreign and security policy as laid down in the Maastricht treaty.

Izetbegovic plea for end to arms ban

By Ian Davidson

PRESIDENT Alija Izetbegovic of Bosnia last night made an urgent appeal to the European Community to lift the arms embargo against his country.

However, he received no encouragement from the EC's "troika" of foreign ministers from Britain, Denmark and Belgium representing the former, present and next presidency of the Community. Mr Niels Petersen, Danish foreign

minister, said: "In my view it is not a sound idea to lift the weapons embargo; it would require a Security Council resolution, which is not forthcoming."

Izetbegovic said: "We request that the arms embargo be lifted to import a limited quantity of defensive weapons. The arms embargo deprives Bosnia of the right to legitimate defence, it has made the aggressor reluctant to negotiate. Those who argue for the arms embargo want the capitulation of Bosnia-Herzegovina."

The president was ambivalent about whether he would take part in future Geneva

negotiations.

"We cannot decide this here," he said. "We must go back to Sarajevo to consult the government and the parliament."

"But we shall never participate in negotiations which are a cover for further territorial aims of the Serbs. If the Serbs continue to take over territory we will not take part in negotiations."

Mr Petersen said that the final Community response to



Peace mediator Lord Owen contemplates the ruin of his plan, while a pro-Bosnian demonstrator makes his point in dramatic fashion outside the conference centre

Signs of a split in Bosnian presidency

By Robert Mauthner, Diplomatic Editor

BOSNIAN President Alija Izetbegovic is coming under pressure not only from the European Community, but from other members of the joint Bosnian presidency to adopt a less hostile attitude to the latest proposals for Bosnia's future political framework.

Yesterday, Bosnia's collective presidency, which includes Serbs and Croats as well as Moslems, was reported to have postponed scheduled talks in Zagreb with Mr Izetbegovic as signs of a split emerged which could threaten his position as leader. The meeting could

now take place in Geneva today, after Mr Izetbegovic's talks with EC foreign ministers in Copenhagen last night.

Lord Owen and Mr Thorvald Stoltenberg, have conceded that the original Vance-Owen plan is defunct and that other, if less desirable avenues, must be pursued. Mr Izetbegovic is also seen by a growing number of western diplomats as the main obstacle to progress.

It is the first overland convoy to try

to reach Gorazde since the Serb forces intensified their offensive on the

Significantly, after last week's meeting in Geneva, the presidents of Serbia, Montenegro, Croatia and Bosnia under the chairmanship of the mediators, separate talks were held by members of Bosnia's collective presidency.

At these talks, Mr Izetbegovic's colle-

agues adopted a noticeably more open

attitude than their leader to the propos-

als for the creation of three ethnic mini-

enclaves last month. Some 60,000 people since then have depended on air-dropped relief supplies that cannot feed the entire population, most of whom are refugees from the Serb assault on eastern Bosnia.

Local election officials reported a 96 per cent turn-out in the weekend referendum on the union of the Serb-held territory in Croatia with the self-styled Serb state in Bosnia. Rebel Serb leaders said they planned to announce the union of their two areas on June 28, despite a call from Mr Radovan Karadzic, the Bosnian Serb leader, to postpone the union which would likely scupper a Serb-Croat truce on dividing Bosnia.

States within a loose confederal framework, which are due to be presented in detail by Serbia and Croatia in Geneva tomorrow, according to western diplo-

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Mr Izetbegovic, by contrast, last week rejected the Serbian-Croat proposals and once again called for the lifting of the UN arms embargo against Bosnia to enable the Moslems better to defend themselves against the Serbs.

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NEWS: EUROPE

Lombard League shows poll strength

By Robert Graham in Rome

PARTIAL municipal elections in Italy have confirmed beyond doubt the strength of the populist Lombard League in northern Italy.

The League achieved its ambition of winning the mayoral race in Milan and will now be able to use Italy's biggest northern city as a show-piece for plans to clean up the administration and privatise municipal services.

The second round run-off to elect mayors, held on Sunday, has also demonstrated the power of the Party of the Democratic Left (PDS), the former communist party. It managed to act as a rallying point in the centre and south of the country. The PDS, allying with a shifting series of local partners that included the Republicans, Greens and Mr Mario Segni's referendum movement, has done extraordinarily well at the expense of its traditional rivals, the Christian Democrats and the socialists.

The new mayors elected for such cities as Turin and Ravenna to Siena, Catania and Agrigento now have the right to choose 60 per cent of the municipal councillors. This

means that for the first time Italian municipalities will have stable administrations for the next four-year term of office.

Also, there will be none of the usual politicking to form administrations which in the past have taken up to three months or more to organise. The new rules for municipal elections, which were approved in March, allowed for direct election of mayors and laid down rules for the allocation of seats with a majority voting system - with 60 per cent of the seats allocated to the winning mayor's party/coalition and 40 per cent to the other parties on the basis of the first round vote.

Mr Marco Formentini, the 63 year-old mayor of Milan, takes over an administration that has been run by special commissioners for the past months because the corruption scandals have completely undermined the governing coalition.

Mr Formentini, a lawyer who worked for more than 10 years in the European Community, easily beat his left-wing rival, Mr Nando della Chiesa, gaining 57 per cent of the vote.

Elsewhere the League consolidated its hold on several north towns, including Novara

and three provincial administrations - Gorizia, Mantua and Pavia.

In the first round held on June 5, a broad pattern emerged of the League gaining a wide margin of support to become the main party in the North; the PDS took control of the centre in terms of votes; while the Christian Democrats continued to dominate the South.

Under the new rules, the mayor had to be elected by an overall majority in towns of more than 15,000.

This led to a second round in 145 towns and cities between the two candidates who received most votes.

The League always insisted on going it alone; but the system benefited those candidates who presented themselves as new faces.

Thus, although the Christian Democrats still obtained the most votes overall, the PDS has acquired more power because its candidates for mayor have done almost universally well in the centre and south. The PDS alliance also won in Turin with their telecommunications professor candidate, Mr Valentino Castellani.

ROAD hauliers throughout the European Community yesterday began digesting the implications of what could prove to be one of the most far-reaching changes yet to take place in their industry.

Late on Saturday night, after months of wrangling, EC transport ministers thrashed out a deal that will lead to a total deregulation of the Community's road haulage market in 1993.

At present, EC road hauliers

are not allowed to ply for hire in countries other than their own except under a restrictive licensing system. But after reaching agreement on the related issue of charging lorries for using EC motorways, EC ministers decided the licensing regime should gradually be relaxed until, on July 1, 1993, EC hauliers would be free to pick up or deliver goods between any two points in the EU.

Thus, although the Christian

Democrats still obtained the

most votes overall, the PDS

has acquired more power

because its candidates for

mayor have done almost

universally well in the

centre and south. The PDS alliance also won in Turin with their telecommunications professor candidate, Mr Valentino Castellani.

One reason the move is significant is that it means more efficient use can be made of the one-in-three lorries returning empty after delivering their loads in other EC countries. But it also makes it possible for hauliers to start touring for business in other EC member states or to expand geo-

graphically by setting up

branches or depots in neighbouring territories.

In theory, therefore, the door has been opened to an intensification of the competition in what is already a highly competitive market. But what will

only slowly become clear is

you need to acquire local management," she said.

There was also some scepticism about the degree to which smaller independent hauliers would ply for hire in other countries. Mr Dick Denby, owner of Lincoln-based international hauliers Denby Trans-

and for them, total deregulation cannot come too soon.

The Dutch hauliers hope the agreement will enable them to build on their strong European market share to capture a proportion of the domestic markets in other countries. They believe that competitors in the

tained", and called for parallel harmonisation of "social and technical" standards in the EC to protect French lorry drivers from unfair competition.

In Germany, which secured the right to introduce motorway charges for foreign lorries in return for its agreement to deregulation, the German road haulage industry yesterday gave a cautious welcome to the Luxembourg decision. "Anything which reduces the competitive disadvantage of the German road hauliers must be welcomed," said Mr Viktor Kettler of Interdean, the international removals company.

Mr Herbert Nienke, responsible for the road haulage section of the federation of haulage contractors, said the deal could still mean a competitive advantage for rival national industries, above all the Dutch.

But as more than one European haulier pointed out yesterday, with Germany vowing to plough the proceeds of its motorway charges into restructuring Deutsche Bundesbahn, the biggest gainer from the Luxembourg agreement might not be the road haulage industry at all, but German railways.

Reporting by Richard Tomkins, Ronald van de Krol, David Buchan and Quentin Peel

SPD's leader in pledge to challenge Kohl

By Quentin Peel in Bonn

MR Rudolf Scharping, the youthful new leader of Germany's opposition Social Democrats, yesterday moved rapidly to consolidate his position, announcing his determination to challenge Mr Helmut Kohl for the chancellorship in next year's elections.

His decision aims to end infighting within the troubled opposition party, and was announced with the public support of Mr Oskar Lafontaine, the deputy leader and state premier of the Saarland, who was the SPD candidate for chancellor at the last elections.

Mr Scharping, aged 45, who is currently state premier of the Rhineland-Palatinate, made clear his determination to keep the important strings of party leadership in his own hands, by taking over as chairman of the committee to draft the party's 1994 election manifesto, under the heading Germany 2000, a job previously held by Mr Lafontaine.

The new leader will be formally confirmed as party chairman on Friday, at an emergency congress in Essen, although the choice of candidate for chancellor will only be formally made next year. He said he would announce a gov-

ernment team by July 5. His move follows three sets of "intensive talks" with Mr Lafontaine over the past week since Mr Scharping emerged as the clear victor from an unprecedented poll of party members to choose a new leader. In persuading his deputy to bury his own ambitions, he was undoubtedly strengthened by recent opinion polls, which showed Mr Lafontaine as one of the few SPD leaders whose popularity is actually lower than that of Chancellor Kohl.

In the magazine, *Der Spiegel*, published yesterday, a poll suggested that Mr Scharping would narrowly defeat Mr Kohl by 39 per cent to 36 per cent in a battle for the chancellorship. If Mr Lafontaine stood, he would lose by 32 per cent to 46 per cent, it said.

Although Mr Lafontaine is far more colourful than the cautious Mr Scharping, he is also far more controversial, and has never recovered from his disastrous election campaign in 1990, when he (quite correctly) warned of the economic problems certain to arise from German unification.

At that time, the German electorate simply did not want to know, and voted for the optimistic chancellor.

NEWS IN BRIEF

'Charisma' of Lopez defeats GM's case

CHARISMA alone was enough to persuade seven former General Motors managers to follow Mr José Ignacio Lopez de Arriortua to new jobs at Volkswagen in Frankfurt.

Rejecting claims from Adam Opel, GM's German subsidiary, that VW's hiring the men breached fair competition rules, the court said in a written ruling that Mr Lopez's colleagues had tried to persuade him to stay with GM.

In the event they needed no urging, having already told him before he decided to go that they wanted to continue working with him whatever happened. The court also said that Opel had failed to convince it that any knowledge its former employees took with them was confidential and could not be transferred to VW.

Opel still plans to proceed with a full hearing on the case, and meanwhile, investigations are continuing into possible charges of industrial espionage against Mr Lopez and his associates.

French seen as more protectionist

Gloom about prospects for an end to the recession, most French people favour protectionism on imports and a tough line with the US on world trade negotiations, according to an opinion poll released yesterday. Reuter reports from Paris. Some 57 per cent thought France and Europe should limit non-French or non-European imports and 62 per cent thought Europe should be tougher with Washington in the Gatt world trade talks, even if this meant upsetting relations with the US. The poll by CSA for *Le Parisien* newspaper also said 79 per cent of those asked thought the recession would go on for at least a year or two.

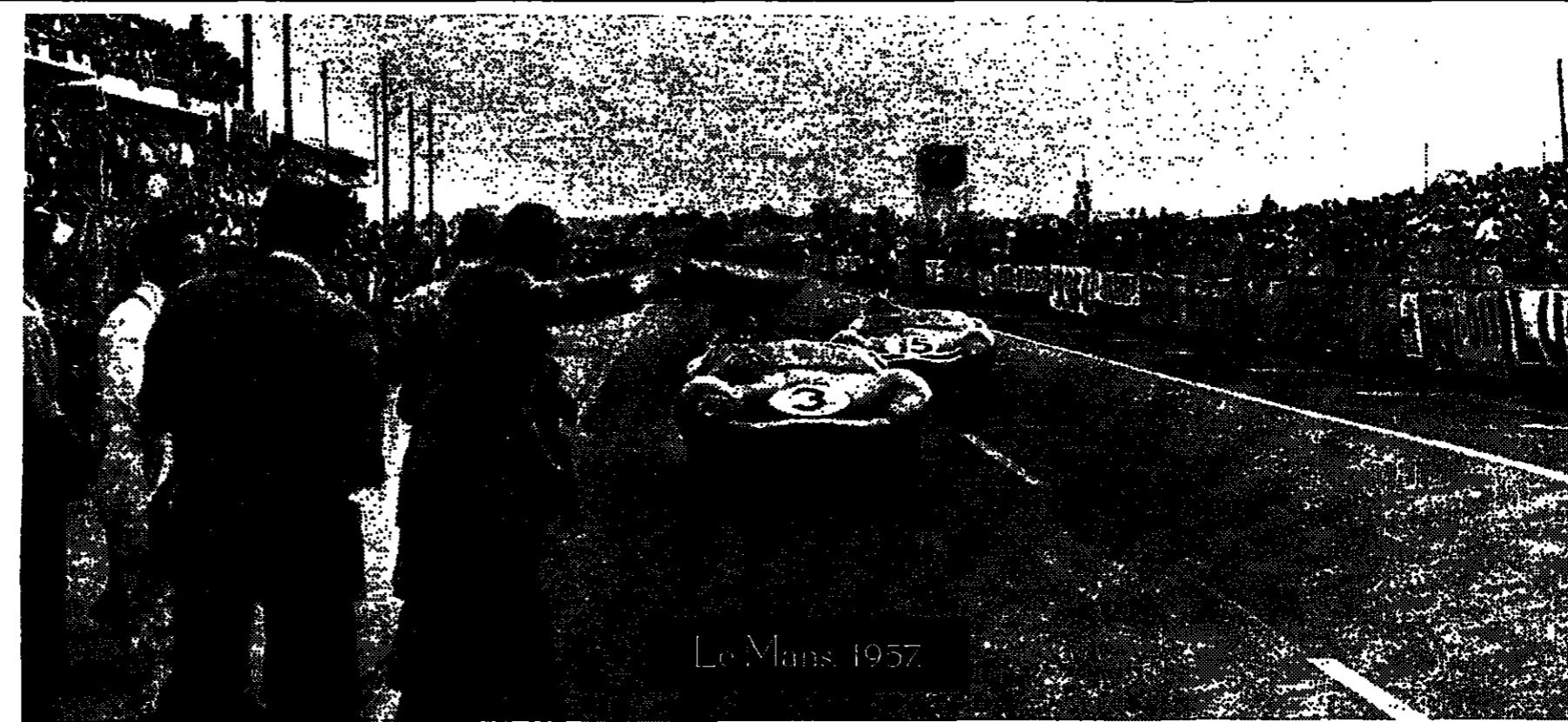
Turks held over Paris shoot-out

French police have arrested three suspected members of the Turkish extreme left-wing political group, Devsol, after a shoot-out in central Paris in which one man was killed, a magistrate said yesterday. Reuter reports from Paris.

The three were arrested on Saturday following the shooting on June 15 involving up to 15 gunmen from rival Devsol factions. They have been placed under investigation on several serious charges including the murder, the authorities said.

Danes join with Nasa in project

Denmark is to take part in a Dkr120m (\$18.5m) scientific satellite project in co-operation with the US space agency, Nasa, in 1995. The Industry Ministry announced yesterday. Reuter reports from Copenhagen. The project involves the launch of a small Danish-built 50 kg satellite into orbit at a height of 800km to study the Earth's magnetic field.



Le Mans, 1957



Le Mans, 1995

That's twice in a row we've won.

The last time we raced a production car at Le Mans was in 1957. We won, of course.

It wasn't a car built solely for the race track, but a true street legal machine that could, in the tradition of Le Mans, be raced and then driven home afterwards.

This year we raced a car in the production class again.

The Jaguar XJ220. The fastest production car ever built.

There are no prizes for guessing what happened.

Jaguar. Makers of the fastest and best value luxury cars in the world. From £26,600 to 220mph.



What are dreams for, if not to come true?

Race results subject to official confirmation

Russian reformers to free coal price

By Leyla Boultou in Moscow

THE RUSSIAN government will free coal prices next month in its latest attempt to adhere to a radical economic reform programme agreed with the International Monetary Fund.

Mr Sergi Vasiliev, director of the government's centre for monitoring economic reform, said a presidential decree published yesterday marked a victory for radicals within the government over conservative ministers' preference for an administrative increase in fixed prices.

He described the decision, which was taken after "a very big fight within the government", as a breakthrough for efforts to lift remaining price controls on energy in the face of fierce opposition from industrial lobbyists and the state bureaucracy.

In an attempt to help miners earn more from exports, the decree also reduces requirements for the compulsory sale of hard currency earnings to the state, abolishes export tariffs for coal and promises to do away with all quotas and licensing rules for coking coal from January 1. But the Russian government's timing seems geared more to reassuring the IMF as it prepares to disburse a \$1.5bn (£1bn) loan to Moscow, and to obtaining more foreign aid when G7 leaders meet President Boris Yeltsin at their summit next month.

While most other prices were freed last year, remaining controls in the energy sector have helped fuel inflation, reduced pressure on Russian industry to become more efficient, and exposed exporters to accusations in the west that they enjoy unfair subsidies.

Mr Yuri Shafrazi, the fuel and energy minister, said on Friday that the government aimed to free all energy prices by the end of the year. But Mr Vasiliev said yesterday it was not yet clear how and when remaining controls on the domestic price of oil would be freed and quotas on its export removed.



FRANCE'S new wave of privatisations is primarily a matter of money, in contrast to those started seven years ago which were driven as much by politics. On their return to power in 1986, France's conservatives were determined to show that by pushing privatisation through under the nose of a defiant President François Mitterrand, they could roll back the nationalisations that were one of the main Socialist achievements of the early 1980s.

Today, however, the conservatives have no such need to prove their political virility. In parliamentary elections in March they routed a Socialist government which, far from trying to re-nationalise companies in the late 1980s, partly conceded the case for private ownership by half-heartedly selling off a few state assets themselves.

Some die-hard Socialists still rail about "the cream of French industry being flogged off to foreign predators". But, as Mr Edmond Alphandéry, the economy minister in charge of privatisation, told the senate, "the ideological debate is over".

The government of Prime Minister Edouard Balladur has a pressing need to get a lot of money from privatisation. It cannot squeeze any more out of a budget in which spending will outstrip revenue by FF317bn (228bn) this year. So it is raising FF40bn in a special "Balladur bond" issue,

which it wants to finance with privatisation proceeds. It hopes to celebrate Bastille Day (July 14) with the framework legislation

in the statute book. Two weeks later it will establish the new privatisation committee, and give it something to work on immediately by announcing the first batch of companies to be sold.

The privatisation committee will value the companies to be sold and conduct tenders among companies wanting to buy into the privatised entities as part of a ring of core shareholders, or *nouaux durs*. Last time around, Mr Edouard Balladur, then finance minister, took the decision himself on the *nouaux durs* and came in for considerable criticism that he was rewarding political and business cronies. To be above such suspicion, the govern-

ment will now in effect farm out the forming of the *nouaux durs* to the privatisation committee.

The first batch, probably two to five companies, will cover several sectors of the economy. The idea is to get started on a broad front on the valuing of companies, arranging for the conversion of any non-voting certificates into shares and choosing banking advisers, and at the same time to give the government some flexibility to advance or delay a sale depending on the market.

What criteria will the government use in choosing which sales should go forward?

"Above all, it will be the health

of the companies themselves," says a senior economy ministry official. "This obviously includes the state of the sector in which it operates. We will not, for instance, offer to the market companies which happen to be making cyclical losses, even if they are basically sound."

A key question for investors

will be the management of the company they are buying into.

The government has inherited

a bevy of managers largely appointed by the Socialists in 1991 for three years. It has

decided that there should be no general chopping off of heads until at least 1994. But, in the case of companies slated for privatisation before then, it

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NEWS: THE AMERICAS

A senator far from the Cam, in the worst of jobs

WHEN Mr Fernando Henrique Cardoso discovered that he had been named Brazil's finance minister, during a trip to New York as foreign minister, he jokingly asked for political asylum at Kennedy Airport.

Managing the world's ninth-largest economy is no easy task at the best of times but - with annual inflation of 1,500 per cent, an obstreperous Congress, and a mercurial president who has disposed of three finance ministers since December - it seems more like Mission Impossible.

"I think this is the worst job in Brazil, worse than being president, as he can blame me," said the sociology professor and senator, in an interview with the *Financial Times* on his 52nd birthday. "But I will fight to the best of my abilities."

Although Mr Cardoso has kept smiling since taking office last month, he is acutely conscious of the weight of expectations upon him. The irony is that the man who, during the military regime of 1964-85 was persecuted by secret police, barred from lecturing and exiled to Chile, is now regarded even by the generals as the last chance for stabilising Latin America's largest economy.

If he succeeds, he would be a strong

contender for president in the election of December next year.

The difficulty of Mr Cardoso's task has been brought home since he announced his "Real Plan" last week. This, the seventh economic plan in as many years, is an orthodox programme aimed to balance the budget through a cut equivalent to \$80m in federal government spending, a crackdown on tax evasion, continued privatisation, a new tax on cheques and an attempt to force the profligate states and municipalities to pay back some of the \$40bn they owe the federal government.

In Brasilia, the plan is already being written off and likened to the Ten Commandments - "long inscribed and never obeyed".

By way of listing just some of the troubles and woes - last week, the Congress failed to approve the cheque tax, alleging corruption, a congressional commission called for suspension of the privatisation programme; the health minister is refusing to accept cuts; state governors are claiming that the federal government owes them money and the Brasilia water and energy utilities turned off lights and water for government departments which have not paid their bills; one day before the final deadline, only 3.2m of Brazil's 52m

working population have filed tax returns. But Mr Cardoso is not one to desist. From first thing in the morning till last thing at night, he is engaged in a round of negotiations with politicians, ministers, governors and directors of state companies, using every ounce of his considerable charm in a valiant attempt to win them over and balance Brazil's budget.

He shrugs off doubts over his toughness, exacerbated by federal hand-outs last week to the local governments of Brasilia and Rio de Janeiro. "Just because I'm

ment now consume more than 60 per cent of the \$234bn budget, due to last year's high interest rates on the government's domestic debt and the resumption of foreign debt payments.

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"I will fight to the best of my abilities" - Fernando Henrique Cardoso, Brazil's new finance minister, gave Christina Lamb a flying interview

polite does not mean that I will cede," he laughs. "If Congress won't vote the cheque tax, then I shall go on television and tell people that this will mean closure of hospitals and schools."

To demonstrate his resolve, he sent a list of 1,000 alleged tax evaders to the courts yesterday. "It's important that the courts act - we need people to go to prison, examples to be made. The way things are at the moment, we don't need the Bahamas - Brazil is a tax haven." Mr Cardoso is also appealing to the justice

system to liberate money held in escrow. "It is too easy for businesses to get an injunction so as not to pay taxes. Billions of dollars are being held while our hospitals are in crisis."

The hardest battle, Mr Cardoso says, is with state companies, particularly state banks which have exceeded credit limits by 21 times to fund local government. Some banks "pay graduates \$6,000 per month. That's ridiculous - I'm a senator and finance minister, and earn \$2,000!"

Privatisation is seen as crucial to relieve pressure on the Treasury. The state steel mill Cosipa alone is costing \$1m a day in interest and the steel sector has consumed \$12bn in the last decade, he claims.

Investors are disappointed that no major sell-offs have been announced, but Mr Cardoso explains: "There are already so many things on the list, such as the electricity sector and railways, that it is better to get on with those and do that well than raise new controversy. But we will sell the big companies."

Brazilian inflation has now been stuck at more than 20 per cent a month for almost two years. Economists point out that, even if Mr Cardoso succeeds in implementing his plan, it will not be sufficient to bring down inflation from current

levels of 32 per cent a month, particularly as spending pressures mount before the presidential, congressional and gubernatorial elections next year.

Joking that, "if I had tried heterodox measures they would have said I need orthodoxy," Mr Cardoso admits that he may have to take further measures. "I never committed myself to reduce inflation with this programme - I just promised to put the house in order."

But he insists that Brazil's situation is better than it looks: "We've become very defeatist but, in fact, if we ignore public accounts, then our economy is going well. The harvest is good, exports are \$40bn, reserves are over \$20bn, companies are well-capitalised and the economy should grow 3.5 per cent this year."

He is confident of securing a new accord with the International Monetary Fund, saying, "aren't we finally doing exactly what they ask?"

Mr Cardoso denies he has presidential ambitions, saying he would prefer to return to Cambridge University, where he was once a professor. Pointing out that he never even wanted to be finance minister, he asks: "if I really managed to clear up this mess, would I need to do anything else in my life?"

Peru plea for aid on poverty

By Sally Bowne in Lima

A PERUVIAN delegation headed by Mr Jorge Camet, economy minister, hopes by the end of today to have secured pledges totalling \$100m to support the government's stepped-up poverty alleviation programme.

Peruvian officials in Paris are lobbying representatives from 10 industrialised countries and multilateral organisations with the message that the heaviest costs of the country's stabilisation and structural adjustment programme, applied since 1990, have fallen upon Peru's poorest. Over 12m Peruvians (53 per cent of the population) are now classified as in "critical" poverty. In some rural areas, that percentage is higher.

The infant mortality rate, at 82 per 1,000 live births, is the third highest in Latin America, behind only Bolivia and Haiti; 49 per cent of Peruvian children under the age of five are suffering malnutrition, and



Osvaldo Chavez, aged 11, sweeps in front of his home by the garbage-clogged River Rimac in Lima

9,000 a year die of it. In many rural areas, only 20 per cent of houses have piped water and sewage. All this has fuelled disease, particularly the recent cholera epidemic.

Current poverty alleviation efforts involve a social fund known as Foncodes. It finances small infrastructure projects, mostly for drinking water and sewage installations, and for building simple classrooms and health posts in outlying communities.

With Peru's economy now on a more even keel, the government of President Alberto Fujimori is budgeting between 1 and 1.5 per cent of annual gross domestic product for poverty alleviation. Foncodes is planned to receive the equivalent of \$500m between now and 1995 - \$200m from the treasury, \$200m in multilateral credits and \$100m in donations. • Peru moved a step nearer

its target of a single, 15 per cent import tariff last week with cuts in duties on a range of luxury goods from 25 per cent to 15 per cent. About 97 per cent of all imports now enter Peru at 15 per cent.

The move was largely aimed at curbing continued high levels of smuggling. Once sales and luxury tax is added to the 15 per cent import duty, total tax may reach 60 per cent, making smuggling attractive.

• The court ruling ends one phase of the controversy over

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EC dumping of farm produce upsets Hungary

By Nicholas Denton
In Budapest

EUROPEAN Community leaders are to decide at their Copenhagen summit this week to speed the common market's opening to central-east European farm produce.

But the more pressing issue is unfair dumping of western grain and meat in Russia and the Ukraine which is crowding out exports from Hungary, Poland, Romania and Bulgaria, according to a Budapest official.

"For east European agriculture the real problem is not the EC," said Mr Gyorgy Rasko, state secretary at the Agriculture Ministry of Hungary, eastern Europe's largest food exporter.

Budapest welcomed the EC's "very fair offer" to modify its association agreements with the central-east European countries and shorten the five-year timetable for lowering farm trade barriers.

Hungary claims, however, that French wheat is sold at the Baltic ports at \$80 (260) a tonne which could not even cover half the costs. Germany has also increased subsidised exports of beef to the former

Kuwait chemicals plant to go ahead

By Paul Abrahams

KUWAIT has signed an agreement with Union Carbide of the US to construct and operate a KDF00m (\$1.5bn) petrochemical complex at Shuaiba, near Kuwait City.

The complex, due to be completed by 1997, will be the most important petrochemicals complex in the country. It is expected to have an annual ethylene capacity of about 650,000 tonnes a year. Production will be based on ethane.

Downstream capacity will include 350,000 tonnes a year of ethylene glycol and 450,000 tonnes a year of polyethylene.

The complex will present further difficulties for Europe's hard-pressed petrochemicals industry, where there is overcapacity and most plants are operating at a loss. World average ethylene capacity for 1993 is estimated at 73.9m tonnes, while demand stands at 63.3m tonnes, according to Chemical Marketing Associates, the Houston-based consultants.

The joint venture, which took more than a year to negotiate, will be 45 per cent owned by Kuwait's Petrochemical Industries Company, 45 per cent by Union Carbide and 10 per cent by private Kuwaiti investors.

Producers are strong in the mass commodities which they sold in the former Soviet Union, and processed food is generally of too low a quality to make much headway in western Europe.

Thais make a mess of their muddling Motorway contract row unsettles investors, write William Barnes and Victor Mallet

THE THAI government's decision recently to flout a \$1bn contract for an elevated motorway in Bangkok has unsettled international bankers and will make it harder to finance planned infrastructure projects worth at least \$300m, bankers and business said.

The row over the so-called "Second-Stage Expressway" has undermined the reputation of Thai technocrats for being able to muddle their way through the country's widespread corruption and near-impenetrable bureaucracy to keep the economy thriving.

Bangkok Expressway Co Ltd (BECL), a construction consortium led by Kumagai Gumi of Japan and financed by Thai and foreign banks, signed a 30-year contract to build and operate the new road with the state-owned Expressway and Rapid Transit Authority (ETTA) in 1992.

With the first 20km section of the road all but complete, consortium members and lenders accuse the government of breaching the agreement on several counts, especially by refusing to allow the operators to charge the BT30 (78 pence) toll for cars clearly specified in the contract; the government says the toll will be 20 baht.

If we had known that these would have been the terms of the contract there would have been no deal and no money. It's as simple as that," said one

SEVENTH NATIONAL PLAN INFRASTRUCTURE PROJECTS - 1992-1996

Project	Estimated cost (\$m)	Duration
All energy-related projects	11,071	1992-96
Bangkok 2m telephone lines	3,922	1992-96
Nong Nga Tao International Airport	3,200	By 2000
Hopewell elevated railway (60km)	3,137	1991-01
Pracha-Uthai 1m telephone lines	1,981	1992-96
MRTA: Skytrain (18km)	1,804	By 1996
Second stage expressway (40.5km)	1,176	1991-95
Provincial highways	141	1992-96
Tanayang electric train	800	1992-96
Third stage expressway (31km)	878	1995-00
Ekamai-Ramkhamhaeng expressway (18.7km)	412	1994-98
Don Muang tollway	408	1991-94
Optical fibre network	373	1992-93
Thailand national satellite project	216	1993

Source: Board of Investment Review, Vol 2 No 7

foreign banker involved in the deal.

"No one plays around with project financing deals, not the Philippines, not China, no one, because they know that if they do, then at the very least they will cost the country more to get funding in the future," he said.

Thailand has a record of military coups and rapid changes of government, and projects approved by one government have often been dismissed or altered by the next on the grounds of corruption or unsuitability.

But the expressway decision is unusual because the breach of contract is so blatant and because it has inflitrated the leading foreign

investors in Thailand. For once

the Thais cannot claim that the dispute results from the failure of inflexible westerners to understand the "Asian way" of doing business.

Even before the second-stage expressway row came to a head another Japanese construction group, Obayashi, decided to throw in the towel after more than two years of negotiations to build Bangkok's third-stage expressway.

Bankers to Obayashi said the company was bewildered by the number of government agencies responsible for road transport, which forestalled any agreement on a route for the road and made it impossible to raise money for the purchase of land.

Investors - but much damage to Thailand's reputation has already been done.

Senior government ministers admit they are failing to adhere to the letter of the contract, but remain unrepentant. They say traffic flows will be double the original predictions and insist that they will protect BECL and therefore the foreign creditors, by giving the consortium its original cut BT18 per car or 60 per cent of the agreed BT20 toll.

But with the toll at BT20, that leaves only BT2 per car for the ETTA, crippling for an organisation which is supposed to buy more land, co-operate with BECL for future sections of the new expressway and repay previous loans to Japanese and other creditors. The ETTA would have to be subsidised by the state.

The coalition government's justification for breaking the contract is that Bangkok's motorists would be angered by high toll fees, but most of its MPs were elected on a platform of helping the poor and redistributing wealth to the provinces.

Apparently to appease the Palang Dharma (Moral Force) party, which is part of the coalition and has strong support in the capital, the government has decided to make tax-payers throughout the country help pay for the new road. It has managed to infuriate foreign investors in the process.

By Lynne O'Donnell in Beijing

MR LI LANQING, a Chinese vice-premier, has begun a tour of the Gulf region at the head of a delegation aimed at cementing trade ties that last year were worth more than \$2bn (£1.3bn).

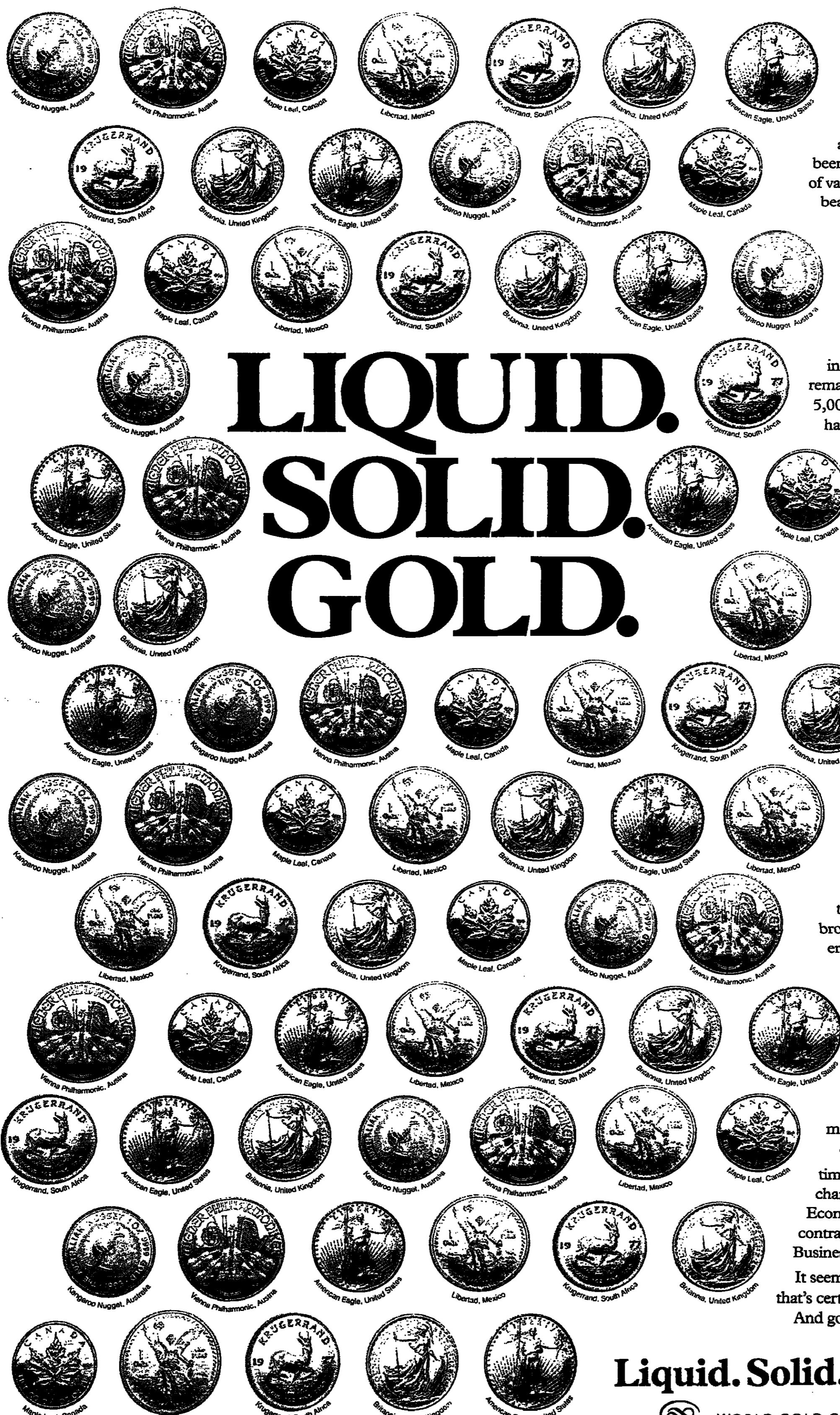
Mr Li will be accompanied by officials of some of China's leading trading and industrial companies, including the China National Petroleum Engineering Construction Corporation.

Mr Li told the official *Business Weekly* that his delegation would meet counterparts in Iran and member states of the Gulf Co-operation Council to discuss trade, co-operation, contract engineering and investment.

The paper quoted figures from China's Ministry of Foreign Trade and Economic Co-operation showing trade between China and members of the GCC - the United

Arab Emirates, Saudi Arabia, Oman, Qatar, Bahrain and Kuwait - grew by more than 20 per cent in the first quarter compared with the same period last year.

China's exports to GCC states in 1992 were worth \$1.1bn; imports reached \$500m. Mr Li told *Business Weekly* that current trade volume was small compared with "



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WORLD GOLD COUNCIL

NEWS: UK

Illness of key cabinet member seen as possibly damaging to government in difficult times

Heseltine suffers heart attack on visit to Italy

By Alison Smith in London and Robert Graham in Rome

MR MICHAEL HESELTINE suffered a heart attack yesterday, depriving the government temporarily of one of its most powerful figures.

Mr Heseltine had been on a two-day holiday in Venice with his wife Anne, when he complained of chest pains, shortly before 3am yesterday. He was admitted to hospital and was yesterday undergoing tests. He was said to be sitting up and talking.

The debate will now be con-

cluded by Mr Tony Newton, the leader of the Commons, who lacks Mr Heseltine's skill at rallying the party.

Downing Street said that Mr John Major had been told about Mr Heseltine's illness early yesterday, and had sent flowers and good wishes for a speedy recovery.

In Copenhagen for the European Community summit, Mr Major said: "I have sent Michael a message. I hope he will soon be well and will soon be back at work."

At Westminster, colleagues

were shocked by the news, since Mr Heseltine was widely known for his resilience and stamina under pressure during a long political career.

Mr Heseltine's official diary has been cleared for the rest of this week, with his junior ministers sharing extra work between them. But no one expects him to be able to resume the full range of his duties immediately after that.

Any longer term decisions about his official work will await the results of further tests on the 60-year-old minis-

ter. Mr Tim Sainsbury, the trade minister, is the next most senior minister at the department and is expected to represent Mr Heseltine at ministerial meetings for the time being.

Hospital officials in Venice last night said that the condition of Mr Michael Heseltine presented no serious complications following a minor heart attack on Sunday night.

A spokesman for Venice's main city hospital said Mr Heseltine was recovering in an intensive care unit of their con-

cernary Department. But the spokesman ruled out any suggestion that the heart attack was serious or that there was cause for concern about the minister's health.

Neither the hospital or British embassy officials in Rome were able to say how long Mr Heseltine was likely to spend in hospital.

Two British doctors are said to have visited Mr Heseltine in hospital yesterday afternoon. His friends hope that he may be able to return to the UK later this week.

Britain in brief



Aiwa in big expansion in south Wales

Aiwa (UK), the subsidiary of the Japanese audio and video equipment company, is to double the size of its south Wales plant in a £27m expansion

which is expected to create 480 jobs.

The plant, at Crumlin, Gwent, is Aiwa's only European factory but there was competition for the investment from other countries, especially Malaysia. It is the single biggest Japanese investment project in Wales for more than two years.

The investment, announced yesterday, is backed by regional selective assistance from the Welsh office and the Welsh Development Agency.

journalist on the Sunderland Echo had received an out-of-court payment.

Mr Allonby, who has not suffered permanent disability and has since moved on to a better paid job, received £3,500 towards loss of wages.

Texaco joins PRT debate

Texaco added its weight to the lobby against the government's proposed changes to North Sea taxes yesterday in a letter to MPs.

Mr Don Bennett, managing director of the oil company's UK arm, said that amendments to the changes suggested by the Treasury last week were "unnecessarily expensive and would not have their stated desired effect of saving jobs in the service sector."

The company's letter came as the finance committee prepared to debate the government's changes to Petroleum Revenue Taxes today.

The government has proposed cutting the PRT rate from 75 per cent to 50 per cent and abolishing tax relief on exploration work. The Treasury has suggested an amendment that would provide short-term aid for the worst affected companies, British Petroleum and Shell along with other large oil companies have supported the PRT changes.

Shop rents stop falling

Shop rents have stopped falling and are likely to rise by at least 5 per cent next year, according to a study by Ermann Lewis, property consultants, which forecasts that the out-of-town sector will see the sharpest rent increases - 7 per cent in 1993 and 1994.

Union warns Nestlé on hours

The Amalgamated Engineering and Electrical Union warned that Nestlé could be heading for confrontation if it tries to force the introduction of annualised hours at its Findus frozen foods plant in Newcastle.

The plant, one of 26 UK Nestlé factories, is the first in the country at which Nestlé has proposed moving from conventional shiftworking to an annualised hours system.

A Nestlé spokesman declined to discuss the proposals in detail but said: "We are having operational changes to cut costs and increase manufacturing flexibility."

First RSI case settled

The first case involving a journalist suffering from RSI - repetitive strain injury - has been settled out of court.

Mr Mark Woods, of solicitors Stephens Innocent, a law firm representing journalists suffering from the disorder, said Mr Paul Allonby, a former

US supplier to open plant

Johnson Controls, the US motor components supplier, is setting up its second factory in the UK with a £10m investment in a new plant to make seat foam pads at Wednesday, West Midlands. The new plant, opening in July 1994, will employ 130 people initially and 160 after a year.

Can you meet peak loads in Germany with electricity from a Swedish waterfall?

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fossil fuel. ABB is now linking these resources by laying

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Sweden's abundant hydropower will feed the German electricity grid, allowing the two countries to exchange power to offset peak loads at different times. ABB pioneered the transmission of High Voltage Direct Current (HVDC), which can shift huge amounts of electricity across vast distances, while reducing transmission line losses by one-third. HVDC is the key which can unlock the massive environmental benefits of renewable, non-polluting hydropower to replace dwindling fossil fuel resources.

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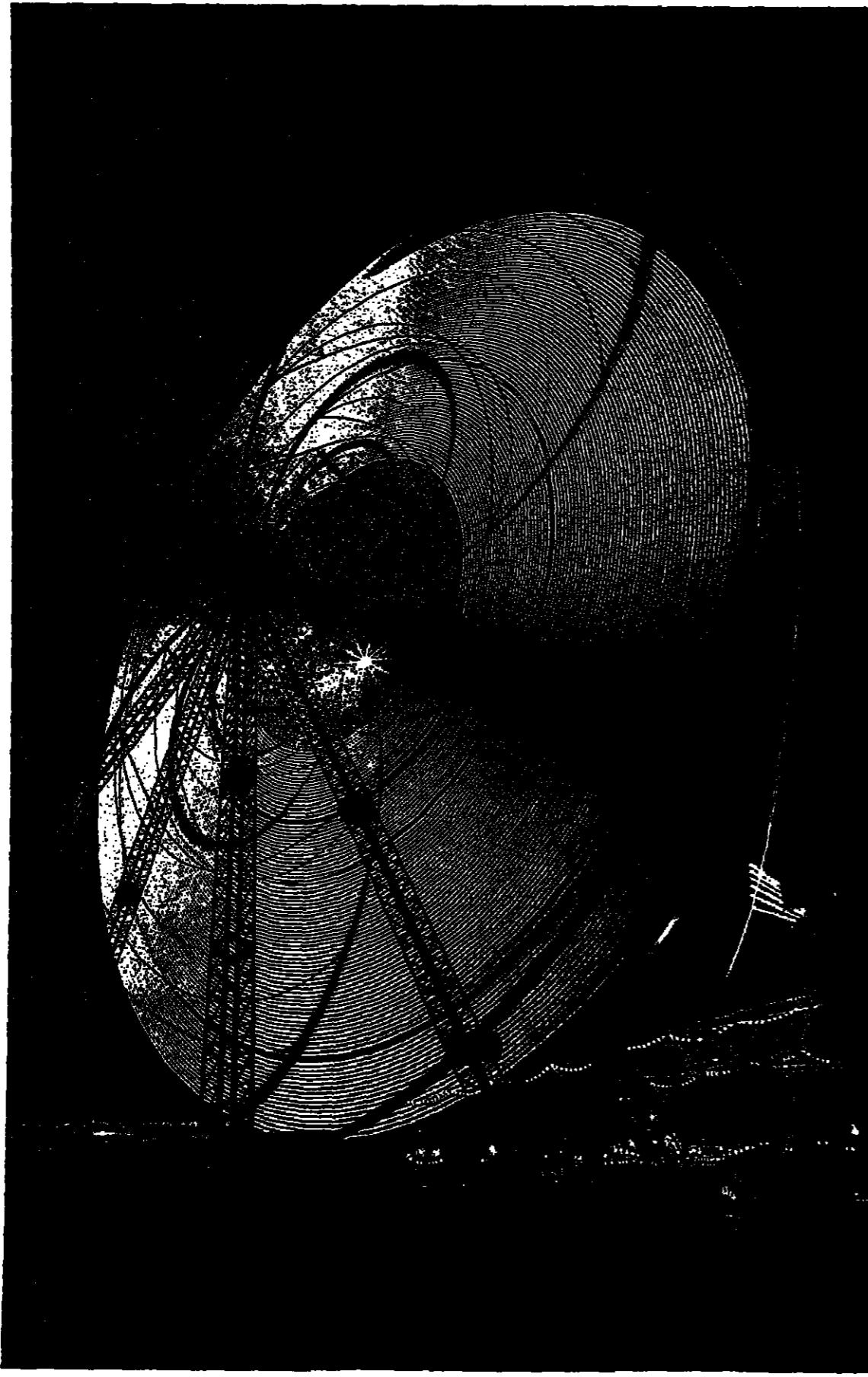


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NEWS: UK

TRADE FIGURES

Imports revive worries over trade deficit

By Peter Marsh,
Economics Correspondent

IMPORT volumes from countries outside the European Community rose sharply at an underlying level last month, reviving worries that the trade deficit might worsen in the later stages of a recovery.

Excluding oil and high-ticket items such as gems and aircraft which distort trade patterns, seasonally adjusted import volumes rose 0.6 per cent in May compared with April, the Central Statistical Office said yesterday.

Underlying export volumes to countries outside the EC slipped back slightly in May though remain at high levels, thanks to many types of UK manufactured goods being more competitively priced due to sterling's depreciation.

In terms of value, the overall trade account last month benefited from the first non-EC monthly surplus on oil for five years and also from high exports of erratic items.

These trends pushed the trade deficit with non-EC nations to £768m last month, down from a revised £801m in April and the lowest deficit since September.

On an underlying basis, the trade deficit last month for nations outside the EC was £246m, up from £785m in April. Trade figures for the EC are not available at present while statisticians iron out a new system for collecting the data.

In volume terms, the underlying level of non-EC imports in the three months ending May 31 was up 2.5 per cent compared to the previous three months, and up 14 per cent on the same time last year.

On the same basis, exports in the most recent three month period were up 6 per cent compared to the three months ending in February, and 12 per cent up on a year ago.

Last month, underlying export volumes slipped 3 per cent on a high April figure.

LABOUR MARKET LEGISLATION

Employment bill is child of political agenda

By David Goodhart,
Labour Editor

THE Trade Union Reform and Employment Rights Bill - the government's eighth major piece of labour market legislation - which has just completed its passage through parliament, is the child of a political rather than a business agenda.

But it does continue the main themes of previous legislation - labour market deregulation and restrictions on the

behaviour of trade unions.

The most controversial piece of deregulation is the abolition of wages councils, which set minimum pay levels in certain sectors.

The abolition of the councils makes Britain the only European Community country without some form of minimum wage protection either through legislation or collective bargaining.

The law, which will get royal assent in July, departs from earlier legislation in two

respects. First, it contains highly detailed regulation of the daily running of unions, which remain voluntary.

Although previous legislation has required unions to change their behaviour - in relation to strike ballots for example - the new law includes such things as a requirement to notify the Certification Officer (who regulates unions) of the pay of top officials and gives the Officer new powers to investigate union finances.

The justification was provided by the Lightman Inquiry into the National Union of Mineworkers, while further rulings on how to conduct elections arose from ballot-rigging in the 1990 TGWU executive elections.

The second main departure is found in the reversal of the long-standing assumption that collective bargaining is to be encouraged. The requirement of Acas, the conciliation service, to promote collective bargaining has been dropped, and

a late amendment has made it possible for employers to offer inducements to employees to accept individual contracts.

The government policy paper, on which the law is based, hinted at the government's interest in a broader framework of individual rights at work to supersede collective bargaining. This is supported by some employers groups. But apart from integrating EC law, it is unlikely that any major legislation will emerge in this area for some time.

A-Z of the new law for employers, workers

Internal union affairs: Rules tightened on how union members vote on the use of political funds, mergers with other unions, and for executive posts. Greater use of independent scrutineers in elections. No public funding of ballots after April 1 1993.

Pay and benefits of union leaders to be notified annually to Certification Officer, who will have new powers to investigate finances. Union members will be entitled to written information on finances.

Membership: Individuals will have the right to join the union of their choice unless membership is limited to an occupation or skill. Unions will no longer be able to exclude individuals because of "no poaching" inter-union agreements, such as the TUC Bridlington rules.

Employers will be able to pay more to individuals to secure changes in bargaining arrangements, allowing employers to pay extra to those who sign personal contracts and give up collective bargaining.

Deduction of dues: Employers will have to get written agreement at least every three years from individuals if union subscriptions are to be deducted from wages under "check-off" arrangements. Increases in deductions will have to be notified at least a month in advance by employers, accompanied by a reminder that they can withdraw from check-off at any point.

Industrial action: Union industrial action ballots will have to be conducted fully by post. Where 50 or more are voting, ballot will have to be independently scrutinised.

Unions will have to give employers at least seven days written notice of intention to ballot on industrial action, plus a description of which workers are to be balloted. Employers must get a sample voting paper

and details of the result. Seven days written notice will have to be given by unions of intended industrial action, dates of action and description of which workers are likely to be involved.

Maternity leave and rights: Pregnant employees, regardless of length of service or hours worked, will have right to 14 weeks maternity leave. All women to be protected against dismissal on maternity grounds.

Changes during passage of bill include rules affecting the notification required by a woman of her intention to return to work.

Tribunals: Chairmen will be able to sit without lay members in some circumstances and hear breach of contract of employment. Identities of parties in cases involving sexual misconduct are to be protected.

Careers service: Responsibility for careers service moved from local education authorities to secretary of state.

Victimisation: All employees will be able to go to an industrial tribunal if dismissed for carrying out health and safety duties or leaving a work area if in imminent danger. Employees will have a new right to complain to an industrial tribunal if dismissed for asserting statutory employment protection rights.

Transfer and redundancy: Transfer of undertakings regulations will be extended to include non-commercial undertakings. Any employee refusing to transfer will be deemed to have left the job voluntarily.

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YACIMIENTOS CARBONIFEROS FISCALES EMPRESA DEL ESTADO (YCF). INVITATION TO NATIONAL AND INTERNATIONAL PUBLIC BID, WITHOUT BASE PRICE, FOR THE INTEGRAL CONCESSION OF SUCH EXPLOITATIONS AS ARE CURRENTLY UNDER CHARGE OF YCF.

PURPOSE: The Ministry of Economy and Public Works and Services, in its capacity of Application Authority, invites to National and International Public Bid, without base price, for granting the exploitation of Rio Turbio Coal Field and of the railway-port services with terminals at Punta Loyola and Rio Gallegos, currently under charge of "Yacimientos Carboniferos Fiscales", Empresa del Estado (YCF), as provided in the Bidding Terms and Conditions and in the contracts thereto annexed which are to implement said terms and conditions, in the form of an "Integral concession" of such "Coal Complex."

**ENQUIRIES ABOUT THE BIDDING TERMS AND CONDITIONS AND DOCUMENTS
THERETO ANNEXED:** AT THE NATIONAL SECRETARIAT FOR ENERGY, located at 171 Paseo Colón Ave., 5th. Floor, Federal Capital City of Buenos Aires, Republic of Argentina, from Mondays through Fridays, 10.00 a.m. to 5.00 p.m.

SALES OF BIDDING TERMS AND CONDITIONS: AT THE NATIONAL SECRETARIAT FOR ENERGY, 651 Julio A. Roca Ave., 5th. Floor, Sector 27, Federal Capital City of Buenos Aires, Republic of Argentina, from Mondays through Fridays, 11.00 a.m. to 01.00 p.m., and 01.30 p.m. to 3.00 p.m.

VALUE OF BIDDING TERMS AND CONDITIONS: U.S. DOLLAR FIVE THOUSAND (US \$ 5,000).

SUBMITTAL OF TENDERS: Envelopes "A" and "B" shall be submitted until 30.06.93 at 05.00 p.m. at the MINISTRY OF ECONOMY AND PUBLIC WORKS AND SERVICES, located at 250 Hipólito Irigoyen St., 5th. Floor, Microteatro, Federal Capital City of Buenos Aires, Republic of Argentina. Envelope "A" shall be opened on the same date.

ENVELOPE "B" OPENING AND PRE-AWARD: Envelope "B" shall be opened on 26.07.93. Pre-award shall take place on 10.08.93. The contracts shall be entered into with the Concessionaire Corporation, currently under incorporation formalities, and with the Pre-Awardee on 10.08.93.

AWARD BY THE NATIONAL EXECUTIVE POWER AND BEGINNING OF PERFORMANCE OF CONTRACTS PERTINENT TO YCF "INTEGRAL CONCESSION": Record of Delivery of assets subject to the Integral Concession shall be executed on 31.08.93 at 12.00 a.m., with execution of the contracts starting thereupon.

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MANAGEMENT: THE GROWING BUSINESS

Charles Batchelor looks at new export restrictions on machinery, in a continuing series on red tape

Caught in the crossfire



Cutting red tape THE Cardinal Broach Company, a manufacturer of specialist cutting tools, has spent the past few years building up exports. But in the wake of the Gulf war and the Matrix-Churchill "super gun" affair, the government tightened up the rules on the export of machinery that could be used to make armaments. These tough new restrictions could undermine that hard-won business.

The need to obtain approval for exports threatens to stretch delivery times from between six and eight weeks to 16 weeks and more, says Glyn Ridley, managing director of the Rathy, Leicestershire-based company.

Two recent shipments to long-established customers were impounded by Customs & Excise at Heathrow Airport on the grounds that export licences were needed under the Export of Goods (Control) Order 1992.

"I can't believe these regulations were designed to stop companies like ourselves," says Ridley, who

led a buy-out of Cardinal Broach from Brooke Tool Engineering last February. Cardinal Broach exports 20 per cent of its 25.5m turnover and employs 128 people in Rathy and Biggleswade.

Most export orders won by Cardinal Broach are worth less than £5,000 - a large order might amount to £20,000 - so the paperwork involved in applying for licences every time would be a nightmare, comments Ridley.

"Our customers will buy from other European Community competitors who do not subject them to the need for extraneous documentation," he warns. "The essence of exporting is to make it as simple as possible for the customer to buy from you."

The problem for Cardinal Broach is that its tools, which fit on to machine tools to cut intricate forms in high volumes, can be used in a range of applications, from the food industry to small arms manufacture.

It sells to 34 countries, many of them on the list of those covered by the legislation, and to companies in the fields of aircraft engine manu-

facture, vehicles, general engineering and armaments.

Sales depend on providing a fast response to customer inquiries and a high level of service, says Ridley. The company responds to customer inquiries within two days and delivery is normally made within six to eight weeks.

Under the new rules, Cardinal Broach must ask its customers to supply an end-use certificate, explaining what the tools will be used for, and then apply to the DTI for an export licence.

Only when this has been granted can it start to manufacture the consignment.

Coping with this delay would not pose serious problems on products such as machine tools, where there can be a lead time of several months. But on consumable cutting tools, which are used and then discarded, and where delivery times are very short, it can strangle business.

The delay will effectively destroy all our previous work in developing these markets," says Ridley, who has complained to Michael Heseltine, trade and industry secretary.

"We have developed overseas markets in recent years, often at quite considerable financial cost,"



Glyn Ridley: "I can't believe these regulations were designed to stop companies like ourselves"

Cardinal Broach claims market leadership in the UK but faces tough competition from Germany, Italy, France, Spain, the US and the Far East.

The two consignments held up at Heathrow are destined for projects where the main supplier, one UK and the other German, have already obtained export approval, says Ridley.

He suggests that a solution would be to grant long-term export approvals for particular projects which would avoid suppliers having to apply for permission for each shipment.

If a company obtains repeat orders it may not need to apply for an export licence each time, the DTI said.

Previous articles in this series appeared on May 11, April 5, February 9, January 26 and December 15.

The Growing Business Page is high-lighting businesses entangled by red tape. It will award a bottle of Laurent-Perrier pink champagne to each one featured.

The owner-managers of independent businesses are invited to describe their experiences – on no more than two sides of A4 please.

Letters should be addressed to: Charles Batchelor, Growing Business Correspondent, Financial Times, Number One Southwark Bridge, London SE1 9HL. Fax: 071 875 3833.

In a Nutshell

The banks' side of the argument

The banks have been heavily criticised over the past two years for their frequently inconsiderate treatment of small businesses. But the banks are businesses too and the failings have not been only on one side.

Understanding Your Bank Manager might be the sub-title of Banking on the 1990s*, a guide from accountants BDO Binder Hamlyn. This is not so much a "how to" guide on negotiating an overdraft but more an explanation of why the banks act as they do.

Once business owners understand how banks work they should be better able to deal with the bank manager and present their case for funding.

*Special Briefing No 83. Publications Department, BDO Binder Hamlyn, 20 Old Bailey, London EC4M 7BR. 11 pages. Free.

Weighed down by green issues

Is the environment to become the next burden to be placed on small firms? Quality assurance, in the shape of BS7750, has been enthusiastically adopted by many large companies, but is seen as an imposition by some small suppliers who are suddenly required to conform to a new set of rules.

A new handbook, *Buying into the Environment*, emphasises the need for a partnership between large companies and their small suppliers. It suggests guidelines for purchasers and suppliers when they are dealing with environmental issues and promotes best practice.

Intended for large and small companies alike, it provides helpful explanations of the legislation, organisations and jargon in this field.

*From *Business in the Environment*, 8 Stratton Street, London W1X 5FD. Tel: 071 529 1600. 85 pages. £30 plus p&p.

Two years ago Megatech Software, a distributor of other people's computer software, was in steep decline. The recession had slashed demand for its products and staff numbers had been cut from 15 to four.

Largely due to an aggressive pricing policy, Megatech has since established itself as number two in the accountancy software market with a system of its own design.

The van Dort, founder and managing director of the Wandsworth, south London-based company, had a computing rather than an accounting background. But his experience of using accounts in his own business and of "anglicising" American accounting systems gave him the background to devise TAS Books.

The system and its handbook or "tutorial" were intended to be readily understandable by the

small business owner. A feature of the programme is the ease with which changes can be made if an incorrect figure has been entered.

Despite an enthusiastic reception by the computer press TAS Books sold painfully slowly in the first few months after its launch in August 1991. "At a price of £399 we were only giving away demo copies," says Charles Francis, sales and marketing manager.

In desperation Van Dort cut the price to £299. Advertised as £399 system with £300 off, TAS Books began to pick up sales, from 200 in November to 300 in December and 500 in January 1992. The price was attractive but some accountants were still cautious about auditing

accounts produced on the system because of its novelty.

To overcome this resistance, Van Dort obtained the recommendation of the Institute of Chartered Accountants in England and Wales for his system last June. Sales resumed their upward trend and have since held at between 800 and 1,000 a month.

Megatech currently ranks second in the accounting packages market alongside larger, long-established companies. It took a 17 per cent share in the first quarter of 1993 after Sage with 56 per cent and before Pegasus with 7.5 per cent, according to Bontec, an independent company which compiles market data. Megatech's sales were

£1.2m last year, pre-tax profits £100,000 and staff numbers have risen to 20.

User support can be a significant cost in the computer business. A clearly written manual keeps down the number of customer inquiries but Megatech's five-strong support staff still handle between 600 and 1,000 inquiries a week.

Megatech has held its price at £99, opting to take a smaller margin on high volumes, and selling by mail order. Customers are more confident than a few years ago about buying software through the post and the low price encourages buyers to take a chance. Waverers are encouraged by a 30-day money-back guarantee.

Van Dort says his low-priced package has expanded the market place and not prompted retaliation from his rivals.

Since there are no dealers to promote the package Megatech spends a lot on advertising - £250,000 a year at current rates. The combination of a low price, an innovative product and attention to customer service have brought the company through.

Megatech's decision to slash its price, while reminding customers that its package was originally being sold for much more, appears to have paid off.

But selling on price alone to gain market share can be a dangerous strategy, warns John Winkler of

Pricing policy pays off

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Megatech has held its price at £99, opting to take a smaller margin on high volumes, and selling by mail order. Customers are more confident than a few years ago about buying software through the post and the low price encourages buyers to take a chance. Waverers are encouraged by a 30-day money-back guarantee.

Van Dort says his low-priced package has expanded the market place and not prompted retaliation from his rivals.

Since there are no dealers to promote the package Megatech spends a lot on advertising - £250,000 a year at current rates. The combination of a low price, an innovative product and attention to customer service have brought the company through.

Megatech's decision to slash its price, while reminding customers that its package was originally being sold for much more, appears to have paid off.

But selling on price alone to gain market share can be a dangerous strategy, warns John Winkler of

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According to the decision No. 2646/93 of the Athens Court of Appeals, the above mentioned company will be liquidated, following the proceedings of Art. No 46a of Law 1892/90 as it was amended by Law 2000/91, and Alpha Finance A.E. has been appointed special liquidator. Alpha Finance invites all parties interested in acquiring the Total Assets of the Company, to submit non-binding "Letters of Intent" within eighteen (18) days of the publication of this invitation.

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MINING TRADING AND MANUFACTURING S.A. (the "Company") is a société anonyme established in Athens in 1964 and is engaged in magnesite ore mining, distribution of raw magnesite and in the manufacture and distribution of caustic calcined magnesia and dead burnt magnesia. The Company owns a factory and installations as well as two mines (one underground and one open-air), all located in the Mantoudi area of Evia, 150km north of Athens. The installations include among other things, pre-beneficiation and beneficiating facilities, two shaft kilns for the production of caustic calcined magnesia and related machinery. The Company currently employs a staff of 10, mainly guards and maintenance staff.

PROCEDURE

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INFORMATION MEMORANDUM

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LIQUIDATOR

Investors interested in the contemplated transaction should address all their communication, and request additional information regarding the Company and the procedure to Alpha Finance A.E., 5 Merlin St, Athens 106 71, GREECE. Tel: +30-1-36.46.186/36.46.190. Fax: +30-1-36.04.040

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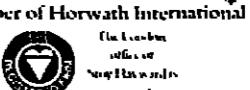
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TECHNOLOGY

In a bid to ease the US defence industry's suffering over more military spending cuts, President Bill Clinton has been zealously promoting the concept of "dual use" - the civilian and commercial use of technologies originally developed for the Pentagon.

The administration has even pledged US\$500m (£330m) to help former defence contractors convert their plants to non-military production. Yet many groups in the industry are discovering that although the potential rewards are enticing, the task of switching technologies from the military to the civilian and commercial sectors is daunting.

"There is a great temptation to want to spin off all this great technology we've developed in many directions, but we have to realise that there's no magic that will make us capable of operating in another sector overnight," says Ronald Smith, director of business policy at Grumman, the defence contractor.

The histories of defence contractors are strewn with casualties from the battle to enter new sectors. Many companies have been trying to make the switch for years but have met with limited success. Grumman made an aborted attempt at marketing buses, and McDonnell Douglas, the aerospace group, backed a number of failed products in an attempt to diversify.

"We tried microwave vacuums for drying grain and flying fire engines fire-fighting aeroplanes; but they didn't do very well," says James Caldwell, director of industry participation at McDonnell Douglas. "Our foray into computer and information systems was also a financial loser. Attempts to go outside our core experience have, with few exceptions, met with resounding failure."

Flops like these have forced defence contractors to come to terms with their limitations. One of the biggest hurdles facing military manufacturers is their lack of a strong marketing capability. Many defence groups have no advertising department, no distribution network and a limited sales force, making it difficult for them to sell their products to a large market.

"Most defence groups haven't got the slightest idea how to sell a product on the mass market," says Greg Frisby, president of Frisby Airborne, a Long Island-based hydraulics group and defence contractor. "That's not surprising. After all, they spend most of their time dealing with a single customer, the Pentagon."

Marketing is not the only problem the industry faces. Civilian and commercial work can also present cash-flow difficulties, as companies used to getting paid in military-style instalments for continuing

US defence contractors find they have to work hard to compete in the civilian market, says Victoria Griffith

Fighting on foreign soil

The Lear Jet: defence and non-defence roles



work are forced to wait until after delivery to receive any payment.

"When we started doing commercial work, it was hard for us to finance ourselves," Frisby says. "Defence contractors get used to counting on regular payments from the military."

Defence contractors are also slowed down by the astronomical wages they are forced to pay their highly educated workforce. "We pay mechanics \$18 an hour because we need their level of skills to produce military-standard products," says Robert O'Brien, public affairs director at McDonnell Douglas.

"But a lot of consumer products don't need that level of expertise, and we can't compete with someone who's paying employees \$6 an hour to put out the same product."

The industry also complains about the Pentagon's stringent specifications, which are so demanding that they price the product out of the consumer market. "There are 15 pages of specifications for ketchup in the military, and you can extrapolate from that," says Smith.

"Obviously, your average consumer is not willing to pay the extra cost it takes to meet those specifications. The consumer is performance-oriented, the military specifications-oriented. They are completely different markets," he adds.

Many companies are now demanding that the Pentagon loosen its requirements to allow them to compete more effectively in both the military and the civilian worlds. "In some cases, civilian equipment is more than adequate to serve military needs," says Caldwell. "The Lear Jet is a good example of a non-military defence aeroplane that works perfectly well for defence transportation. In the past, the military has had a tendency to over-engineer."

Despite the myriad difficulties involved with conversion, defence contractors say that in the face of a diminished federal military budget, it is essential to find new markets. Companies insist that non-military

applications can be found for most of their products, and they have come up with a number of successes.

"There's clearly not much of a market outside the military for B-52 bombers or nuclear missiles but most products can be adapted in some way," says Noel Longuemare, head of the systems development and technology division at Westinghouse Electric Corporation in Baltimore.

Westinghouse's defence arm, Westinghouse Electronic Systems, has been helped by Clinton as a conversion success story. The group reduced its reliance on defence work from 84 per cent in 1986 to 73 per cent today. Westinghouse accomplished this by successfully marketing its military surveillance technology as air traffic control equipment, and selling military security products to civilian police forces.

By marketing thermal control systems to the oil industry, Frisby Airborne has made an even bigger

switch, from being 95 per cent defence-dependent in 1985 to just 25 per cent today. Boeing, the aircraft manufacturer, has long maintained a balance between military and commercial sales, and McDonnell Douglas has successfully adapted a number of military aeroplane technologies to the commercial market.

Most of the success stories, though, have taken place outside the mass market. "Selling to non-defence sectors of the government is a good option for defence groups wanting to make a switch," says Smith. "One of the things defence companies know how to deal with is red tape and bureaucracy. Dealing with the civilian side of the government is far closer to the sort of business we're used to than consumers products."

Another option for defence groups is to sell big-ticket items in low-volume markets. Both McDonnell Douglas and Boeing have been successful at marketing their aircraft to the commercial as well as the military sector. "With aeroplanes, we're dealing with a high-technology, low-volume business," says Caldwell. "It's clearly more in line with our business culture than, for instance, selling laptops would be."

Still, some defence contractors insist that the mass market is an option if it is approached in the right way. Westinghouse, for instance, has joined Chrysler in a joint venture to develop technology for electric cars. "Joint ventures are a good way to go because you can join with companies who know the markets well," Longuemare says.

Although conversion may be the wave of the future, defence groups are quick to point out that there is still a lot of money to be made in sales to the Pentagon. "I think the main point is that the communication between the commercial and defence sides must be improved," says Russ Young, a spokesman for Boeing. "In many cases the same technology can be used in both areas."

Young points to the successful adaptation, not only of military models for commercial use, but also the use of commercial aeroplanes for the Pentagon. "Our 707s and 757s were both used for conversion to military aircraft," he says. As novices enter a new line of business, defence contractors are likely to see more failures along the road to non-military production.

Still, companies are learning from their mistakes and are gradually finding niche markets in which they can compete effectively. "Dual use" may not be the answer to all their problems but most contractors are ready to give conversion a try. With the once deep pockets of the Pentagon becoming ever more shallow, most feel they have no other choice.

The best of both worlds in print

Paul Taylor reports on a system that combines laser and offset

employs 325 people mostly involved in research and development in Israel, set about developing the digital offset press.

The result is a machine called the E-Print 1000, "the first of a family of electronic printing products", says Giora Yaron, Indigo's president and a former senior executive at National Semiconductor. The E-Print 1000 takes digital information in at one end and can output fully bound colour documents at the other.

The small-scale laser press - which would not look out of place in an office - prints at a speed of 120 feet per minute, equivalent to 2,000 full-colour pages an hour and comparable to the speed of an standard sheet-fed press. If achieves a resolution of 300 dots per inch (DPI) on a broad range of papers up to A3 size - 11 inches x 17 inches - using four colour inks. (By way of comparison, a standard laser printer achieves a resolution of 300 DPI.)

The Indigo press can accept industry-standard PostScript-format files from a computer-based colour desktop publishing package, eliminating all of the pre-press stages. Each page can be also be printed on both sides (duplex), meaning that an entire document can be printed automatically.

An optional automatic finishing attachment allows fully finished folded, stitched and trimmed booklets to be produced with no manual intervention.

Low set-up costs mean the E-Print 1000 is ideally suited to short publishing runs (500-5,000 copies) - a market that some analysts suggest is potentially worth \$25bn a year in the US alone. Potential applications range from short-run "distributed" printing to greeting cards, personalised colour printing and low-volume book publishing.

Pre-production versions of the E-Print 1000 are already in operation in Japan. The press will be launched formally at the International Printing Exposition in Birmingham in September.

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POWER FOR EUROPE 2

Europe adopts a slower approach towards a single electricity market, reports Michael Smith

Compromise and persuasion

FOR THE first months of 1993, the opening up of the European Community electricity market seemed to have ground to a halt, in the face of opposition by national utilities and their governments. Now the new energy and competition commissioners, appointed in January, seem fully committed to reform.

It will, however, be a process of gradual change rather than the revolution which had been threatened by their predecessors. Compromises are being sought by commissioners, particularly Mr Abel Matutes, at energy, and the electricity companies say they are ready to listen.

The utilities can take comfort from the case of another EC initiative which many believe would harm their interests. Finance ministers last month damaged the prospects for an EC-wide energy tax to fight global warming by refusing to endorse it after rows over how the levy should be apportioned.

With the UK government and most utility companies opposed to a levy, some EC officials believe it may take years to implement an energy tax.

Implementation of the energy market will similarly be difficult but the process is back on track in a diluted form which at least tackles the thorny issue of allowing utility companies to sell directly to customers in other countries.

Spain adjusts to the reforms from Brussels, says Tom Burns

Wind over the Pyrenees

DEVELOPMENTS ARE in motion that could alter the face of Spain's electricity sector.

The government has outlined a new legislative framework and, at the same time, the main utility companies are locked in negotiations that could lead to a far-reaching reordering of their assets.

The moves are, on one level, a response to Community directives on the internal energy market and to recent legislative initiatives in the Netherlands, Norway, Portugal and the UK. At another level they seek to replace the existing quota and price structure system, known as the stable framework, which parcelled out the markets and which expires next year.

The government's policy is twofold. The draft bill seeks to liberalise the sector and usher in competitiveness which is essentially what the Community's directives are about and what comparative legislation in other EC nations aims to establish. The government also seeks to put a new framework in place that will ensure a domestic energy supply that is both secure and diversified.

The domestic electricity generators have a different mission. Up to now they existed, more or less costly, within a domestic market where the regulatory guidelines of the stable framework allowed sufficient room for each to make money. Now, with the onset of

more competitive times, it is a question of hanging together so as to avoid hanging separately.

It is in this spirit that Iberdrola, the main private sector utility, appears to have buried a series of past quarrels with its rival generator Endesa, which is state-owned. These are the twin giants of Spain's electricity sector and they have grown a lot more powerful in the 1990s.

Iberdrola is the result of a merger between Hidroel and

shape of the European energy sector. Belgium's Tractebel has a 3 per cent stake in Iberdrola and Endesa has recently acquired a 2 per cent shareholding in RWE of Germany.

The alliances are still in

their relative infancy but, as they mature, they will involve shared research programmes - RWE and Endesa, for example, are weighted towards coal-fired plants - and joint ventures to seek new business opportunities, particularly in Latin America. In the near future

The two top generators have secured a web of alliances with foreign utilities which indicate the future shape of Europe's energy sector

Iberdrola, the two leading private utilities, while Endesa, which is primarily a generating company, has, to Iberdrola's annoyance, built up its retail muscle by becoming a strong shareholder in smaller private utilities such as Seville, the distributor in the south of Spain.

Together Iberdrola and Endesa now represent around 80 per cent of domestic consumption and they split this market evenly down the middle. Quite understandably both the domestic giants are loath to allow any weakening in their respective empires under the new government framework.

Already the two utilities have secured foreign alliances in what is a sure pointer towards the future cross-border

Iberdrola is likely to take up an option to buy into Tractebel while RWE may acquire up to 5 per cent of Endesa.

In the meantime the two Spanish utilities are consolidating their domestic base. The talks between the two reportedly involve the friendly sale of Iberdrola assets to Endesa in an arrangement that benefits both.

The proposed new framework will have all the electricity generated by the domestic companies entering a publicly-controlled energy "pool". This centralised public company will in turn supply electricity to the former integrated groups and it will also sell electricity directly to major clients.

At the centre of the negotiations is Endesa's acquisition of Hidroel, the Iberdrola-owned subsidiary in Catalonia. Such a disposal will gain Iberdrola a very sound balance sheet by sharply reducing debts that currently represent some \$1.5bn a year in financial charges.

Endesa for its part stands to gain a firm grip on distribution

Deborah Hargreaves compares the runners in the 'dash for gas'

Britain leads the pack

HIGH HOPES of a rapid European "dash for gas" in power generation have collapsed. But the drive to replace coal- or oil-fired electricity stations with new environmentally-friendly gas plants remains a potent force in continental Europe - it is just not happening as fast as in the UK.

The EC's large combustion plant directive, which forces governments to reduce sulphur dioxide emissions by 60 per cent by 2003 is prompting a move towards gas-fired power on the continent. However, in the past two years, prices for heavy fuel oil - which is burned in some power stations - with low sulphur content have dropped considerably. In addition, in many countries electricity demand has declined with the recession, delaying the need for new capacity.

The Netherlands, Germany and Italy are the three other European countries to burn a significant amount of gas in power stations, apart from the UK. The three continental countries use between 8bn and 11bn cubic metres of gas a year for gas-fired electricity generation. The UK will reach usage of around 8bn cubic metres by the end of next year.

"There is a general widespread assumption that there is large demand for gas on the continent driven by the conception that gas is the fuel of choice for power stations, but when you go through the countries one by one you realise that there are not that many projects," said one industry consultant.

However, views vary considerably about whether the rest of Europe will jump on the gas bandwagon. Arthur D. Little, the management consultants group, estimates that gas demand in Europe will rise by 55 per cent over the next 20 years from 300bn cubic metres to 450bn cubic metres with much of the new demand coming from power stations.

"The dash for gas is not just a British phenomenon. We see

as being the fastest growing sector of gas demand across Europe," said Mr John Wood-Collins, managing director of Arthur D. Little.

According to Caminus Energy, the energy consultancy group, the EC Commission is expecting the use of gas to double in the power sector across the EC. But this means gas will still only meet 16 per cent of electricity supplies by 2000. This compares with up to 25 per cent in the UK by 1998 - up from nil in 1990.

Italy has been planning a signif-

icant increase in gas-fired power for some time with Enel, the state electricity generator, predicting a big switch from heavy fuel oil to gas. Plans have been scaled back as fuel oil prices have declined, but Italy still plans to convert to 25 per cent gas-fired power by 2000 compared with 18 per cent in 1990.

Germany is currently building one gas-fired station in Dresden and another in Stade on the north coast. But Ruhrgas, the country's major gas supplier, has said recently that most of Germany's new power demand will be met by coal-fired generation.

The International Energy Agency, the west's energy monitoring body, expects gas to meet 14 per cent of Germany's electricity supply needs by 2000, an increase from 7 per cent in 1991.

Two plants are planned in the Netherlands with start-up due in 1996 and Belgium is building two gas-fired stations. This compares with plans for

this has been scaled back from earlier projections.

Elsewhere in Europe, the biggest gas turbine equipment in the world has just been completed outside Paris, but the plant will burn gas at peak times only which could be as little as 20 hours a year. France remains committed to its nuclear programme, and appears more interested in clean coal technology than additional gas plant.

Spain is looking at augmenting its electricity capacity with gas-fired stations which will

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the various segments (generation, distribution, contracting etc.) operate more autonomously. This would make it easier for outsiders to gauge the market and compete.

He also proposed that large consumers - for example, steel, chemicals and fertiliser companies - should be granted access to energy networks by the beginning of this

year. If successful, the right to buy electricity from anywhere in Europe would have been extended to smaller consumers from January 1, 1996.

It was not. Only Britain was wholly in favour of the proposals. Other states expressed cautious approval for account transparency and ending monopolies over electricity production. But Spain, Italy, France, Greece and Luxembourg are still

strongly opposed to the principle of TPA.

Part of the problem is that, apart from Britain, most countries see electricity as a natural monopoly. National policy decides price, with different internal constraints leading to different price structures.

Even Spain, which is liberalising its

internal electricity supply, is against third party access. "Security of supply is the

EC finance ministers last month damaged prospects for an EC-wide energy tax to fight global warming

responsibility of each member country, not the Commission," says Mr Ramon Perez Simarro, secretary general of energy in the industry ministry. "We want as much competition as possible. But the critical issue is security of supply and that depends on primary energy diversification. We cannot delegate that to the market as is."

In outlining his company's opposition to

TPA, Mr Jean Bergougnoux, chief executive of Electricité de France, the French utility, says it would be economically inefficient. It would restrict companies' ability to apply equality of treatment conditions in their areas and would reduce interconnections through which energy is traded between countries.

"It is not easy or cheap to build new lines," he says. "Companies would not be motivated if competitors would be able to use lines in their place."

In Germany the utility companies are strongly against TPA, arguing that they would be placed at a strong disadvantage to France which sells its largely nuclear-generated electricity at prices that they cannot match, largely because of their requirement to buy expensive German coal.

To achieve a truly free market, they say, all subsidies would have to be removed, whether in Germany, Britain, France or Spain, but that is not in sight and there is no pressure from them to bring it about

immediately. Outside the utilities the liberalisation argument in Germany appears to be turning, with some sections of the government favouring it as a means of reducing prices and helping the country out of recession.

How can the Commission circumvent this opposition? Mr Matutes favours amending the existing legislation so that member states will no longer be obliged to grant free access to the electricity and gas networks.

Instead, users which wanted to buy energy across EC borders would negotiate access to other networks, signing individual contracts.

Member states and operators would have to justify any decision to refuse a request - for example, on the grounds that there was insufficient capacity, the negotiated price was too low, or there was a risk that domestic energy companies would be unable to meet their obligations to existing clients.

Supporters of full liberalisation need convincing. Dissident states may find ways of circumventing any directive and there is a strong danger of unequal implementation.

Much therefore will depend on the drafting, expected to take place later this year after the European parliament discusses the issue.

will be offset by closures of ageing stations.

But the same WEC report said that if public acceptance did turn more positive, nuclear capacity in the region could grow by over 50 per cent by the year 2020 provided there were no major accidents, and control technology improved. The nuclear industry is trying hard to bring about this more positive trend. An indicator may come in September when Finland is to vote on whether to build a new nuclear station.

One of the factors shaping public opinion will be what happens in east Europe, where the safety of communist-built reactors is a top concern.

The West has allocated large sums of money to help the east Europeans and the Russians improve their nuclear stations, but actual work has been held up by procedural and legal wrangles, though there are now signs of movement. For example Kozloduy, the large Bulgarian station once described as the most dangerous in the world, is reported to be in a much safer state.

A number of east European countries are pressing on with plans to build nuclear stations. The Czech and Slovak republics have half a dozen units under construction between them, and Romania is going ahead with five Canadian-designed plants. Russia has plans for some dozen new stations, though only 12 could be described as firm.

There is less certainty in other former communist states. The Ukraine has decided to shut down the only two of Chernobyl's four units which are still operating, and is debating whether to proceed with others under construction. Poland has frozen its only plant.

Although East European public opinion is not as hostile towards nuclear power as in the West, the real test there is whether the region can afford to do without it.

David Lascelles assesses nuclear power's mixed fortunes

Chernobyl's lingering shadow

NUCLEAR POWER IN EUROPE AT END OF 1992

	Working reactors	Incomplete reactors	Nuclear % of market
Belgium	7	0	59.9
Bulgaria	0	0	32.5
Czech Rep.	4	2	20.7
Finland	4	5	32.2
France	59	4	72.9
Germany	21	0	30.1
Hungary	4	0	46.4
Lithuania	2	1	60 (est)
Netherlands	2	0	4.3
Romania	0	5	-
Russia	28	18	11.8
Slovak Rep.	4	4	49.5
Slovenia	1	0	34.8
Spain	9	0	38.4
Sweden	12	0	43.2
Switzerland	5	0	38.6
UK	37	1	22.2
Ukraine	15	8	25 (est)

Source: International Atomic Energy Agency

can operate safely and commercially.

What does this mean for the nuclear power industry in western Europe?

Short-term prospects for nuclear power seem doubtful, despite the fact that nuclear power accounts for about a third of all electricity produced in western Europe.

Fears about safety are strong, and environmental opposition is well organised. The nuclear power industry has also made little headway with the one environmental argument in its favour: that it does not

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OUR INGENUITY BUT ONE

COUNTRY BENEFITS THE MOST.

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However, with a worldwide gas market estimated to grow in size by 40% by 2005, even more countries should soon be benefiting from all our ingenuity.

And Britain will be the one to benefit most of all.

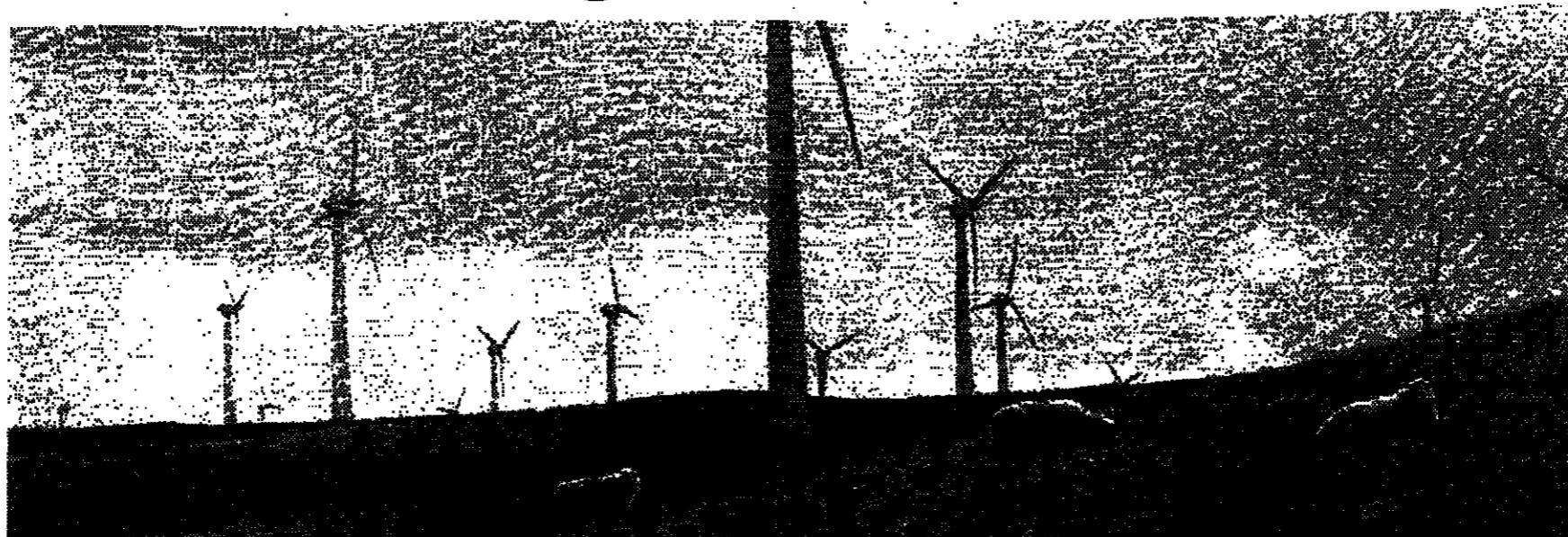
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A WORLD CLASS ENERGY COMPANY

POWER FOR EUROPE 4

Bronwen Maddox hacks her way through the spreading jungle of green regulations

Smoke gets in their eyes



Air power: the 103 turbines at the 315MW windfarm at Llandinam, Mid Wales, opened by a consortium led by Scottish Power and Japan's Tomen Corp, are said to be the biggest scheme outside the US

ELECTRICITY generation, one of the main causes of air pollution, has been one of the central targets of environmental regulation for decades. However the justification for "green" measures is increasingly questioned both by industrialists and politicians as the costs of further improvement keep rising.

The debate about how much to clean up the energy sector has been fiercer than many other environmental battles because electricity generation produces some of the most troublesome kinds of air pollution.

Burning fossil fuels - coal, gas and oil - yields sulphur dioxide and oxides of nitrogen, considered to be root causes of acid rain and urban smog and a factor in some respiratory diseases. In 1990, the EC's electricity production was responsible for 63 per cent of SO₂ emissions and 22 per cent of nitrogen oxide emissions, according to the 1992 EC report on the state of the

There are no CO₂ emissions from nuclear power, but the radioactive wastes are very costly to handle

environment. Fossil fuels also produce carbon dioxide, which has been recognised in the past decade as a separate, worrying problem. Although not a pollutant in the conventional sense - it is present in the atmosphere - the rising concentrations are thought to bring the risk of global warming. EC figures say that in 1990 electricity production was responsible for 31 per cent of CO₂ emissions to the air.

There are considerable national and regional variations in these figures. In France, for example, electricity generation is responsible for less than a third of sulphur dioxide emissions as nuclear power - which emits none of these gases - is predominant. But nuclear power produces radioactive waste, and its long term storage brings further costs, environmental problems and political pressures.

Attempts to tackle air pollution have resulted in layers of regulation. The World Health Organisation has guidelines on tolerable levels of sulphur dioxide and nitrogen oxides, many of which the EC has adopted within its environmental directives.

The United Nations' Economic Commission for Europe (ECE) - most of the countries in East and West Europe plus the US and Canada - has separate guidelines and protocols, and national governments have their own legislation.

Many of the earliest regulations were directed at sulphur because of rising public concern in northern Europe about dying forests. The 1985 ECE protocol on Transboundary Pollution called for a 30 per cent reduction on 1980 emission levels by 1993. As a result, German power companies have fitted flue gas desulphurisation (FGD) equipment to almost all power stations, and are embarking on cleaning up the East German stations.

Britain has fitted FGD equipment, which costs some £200m per 1000MW of power generation, to only two stations so far, although the Department of the Environment argues that this will put the UK on course to meet commitments made at the electricity privatisation three years ago. However, the protocol is currently being tightened; following the UK's recent decision to extend the life of some coal pits, it is unclear whether its sulphur emissions will fall quickly enough to meet new standards.

The most ambitious of the air pollution treaties affecting the electricity generating sector is last year's Rio Earth Summit convention to curb international emissions of carbon dioxide. But energy taxes - the most commonly proposed tool for curbing demand for energy and reaching the Rio targets - are running into political

difficulty on many fronts. US President Bill Clinton has been forced by Congress to withdraw his first proposals for such a tax. The recent session of the European Commission's economic and finance committee failed to reach consensus on its plans for a tax weighted towards those fuels with the highest carbon content.

Environmentalists argue that although the regulatory measures of the past decade are welcome, they do not go far enough. Many pressure groups, including the Europe-wide Friends of the Earth, argue for an expansion of the use of renewable energy - wave, wind and solar power -

which at the moment makes up only a few per cent of EC energy use.

However, the cost of most renewables is considerably higher than electricity produced using fossil fuels or even nuclear energy. A report for the UK government in November concluded that electricity from renewables cost two to three times as much as that from existing sources. It put the cost of electricity from coal, gas and nuclear at between 2.5p and 3.5p per kWh, although if these figures do not reflect all start-up and environmental costs.

The report argued that expansion of renewable energy sources was possible but that it would take considerable government help and subsidies. On that basis, it said that renewables could "plausibly" contribute between 5 per cent and 20 per cent of 1991 levels of electricity supply by the year 2025, saving around 6 per cent of current emissions of carbon dioxide.

Industrialists, however, are increasingly

There is scope for increased renewable energy, but State financial aid will be needed

concerned about the cost of environmental regulation and the effects on companies' international competitiveness. Mr John Cox, of the UK's Chemical Industries Association, says: "we are particularly concerned about the cost of electricity in the UK, which can be greater than that for Belgian or Italian companies. We support environmental protection if it is clearly going to improve the environment but anything which increases the cost of electricity puts UK companies at greater disadvantage." The proposed EC energy tax would be "an ineffective gesture unless you get the measure adopted at the same time in the Third world".

As the European economies struggle to climb out of recession, they may pay closer attention to the costs of environmental regulation than in the past.

Electricité de France, the world's biggest utility, still rides high, says Niamh Kenny

Where big is beautiful and rational

ONE OF the paradoxes of Europe's electricity market is that it was one of the world's biggest monopolies, Electricité de France, which has done most to promote the concept of a competitive electricity market for Europe by gaining access to customers outside the borders of France.

Indeed, some say its initial (and abortive) attempts to sell power direct to German industry in the 1980s were the catalyst for the European Community's present efforts to enforce third party access (TPA) into the Continent's transmission grids.

EdF's aggressive export policy sprang from expediency rather than ideology. It needed to raise revenue in order to fund its ambitious of nuclear plant construction programme in the 1980s, which was France's typically forthright response to the oil scarcities of the 1970s. The export drive then gained further impetus from the expectations of continuing economic growth.

When these hopes collapsed, EdF's heavy dependence on base-load nuclear plant (accounting for 73 per cent of its total output at the end of last year) left plenty of spare capacity for export.

EdF pitched its prices at levels low enough to deter other European utilities, notably Italy's Enel, from expanding their own generating capacity.

Exports thus began to rise dramatically from the early 1980s, when plant completions began to swamp demand growth and again, after 1987, when the

cross-Channel inter-connector with Britain was completed.

At the end of 1992, foreign sales stood at around 12 per cent of EdF's total output, earning it Ffr12.4bn.

Exports are expected to continue rising, before eventually flattening out at around 70 TWh by 2000. Contracts have already been signed committing EdF to much of this additional business.

This sounds like the kind of

underway, including the introduction of greater price transparency between its constituents.

EdF's view of privatisation was reflected earlier this year in a series of highly critical reviews of the UK experience.

The reports, which EdF commissioned from outside consultants, concluded that privatisation in Britain was characterised by price increases, economic disrup-

tions and a lack of transparency by 2,000MW.

Therefore, while export contracts are unlikely to be terminated, EdF is looking closely at two-way deals, such as the contract signed recently with Britain's PowerGen, allowing it to import up to 850MW at peak demand times.

A second export-limiting factor is the weakness of the transmission system. Spending on grid reinforcement has taken second place to investment in new nuclear generation over the past two decades.

EdF consultants say that private power in Britain is costly, short-termist and persistently monopolistic

and domestic as well as international lines are said to be near maximum loading.

Finally, new entrants could come on the scene as the nuclear reactors near the end of their lives. Originally this was to have started to occur in the next 10 years, though EdF now intends to extend their operational life from 30 to 40 years.

Whether this can be achieved remains to be seen. But either timescale would entail a large-scale replacement programme, nuclear or other, which EdF can ill afford at a time when it is committed to reducing the foreign debt built up during its last big construction.

EdF is facing the break-up of its various interests to prevent cross-subsidisation. The benefits of an integrated business, it believes, include better prices and standards of service. It has the support of politicians, who believe that the French system works well.

EdF has a point when it comes to the domestic market.

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POWER FOR EUROPE 5

Michael Smith on the imminent collapse of the remnants of Britain's once great coal industry

Locked out of the new market

SUCH WAS the public furore over the UK government's pit closures programme last October that it seemed that only a fundamental change in energy policy could get ministers off the hook.

Six months later, however, Mr Michael Heseltine, trade secretary, won parliamentary support for a programme which was remarkably similar to that which led to the original decision to close 31 pits.

Although 12 of the pits were reprieved and another six mothballed, the stay of execution for some, and probably most, will be short, and British Coal has already given notice that it wants to close three. The problem is that the government did little to create the room in the market essential for their survival.

That means that towards the end of the century, the fuel constituents for electricity, the main market for coal, will be used in much the same proportions as were envisaged before last October.

Coal will still be the largest element, with perhaps 40 to 50 per cent of electricity in England and Wales being made from it. But that compares with about 70 per cent

Between 1990 and 2000, electricity generated from coal will decline from 70 per cent to 40-50 per cent

in 1990. The difference is mainly accounted for by the growth of gas, which may claim 25 per cent of the market against nothing at the beginning of the decade. Nuclear power, strengthened by the opening of the Sizewell B plant and improved efficiency, has the potential to increase its 23 per cent market share.

Coal has been in constant decline since the second world war but few production drops have been as steep as that between last year, when 65m tonnes went to the

generators, and next. So far at least British Coal has the promise of only 30m tonnes in 1994-5. The fate of the 12 reprieved pits depends largely on how much more the corporation can persuade the generators to take, but this is unlikely to be more than 8m tonnes, enough to sustain perhaps half of the dozen pits and none of the further six which have been mothballed.

The sharp sales drop is down to two main factors. The first is that the economics of building power stations are such that all new power stations under construction or being planned will be gas-fired.

The government's coal review sparked vigorous debate about whether electricity from new gas stations was cheaper than that from existing coal plants, but the generators have no doubt about which form of electricity is cheaper if building a plant from scratch.

PowerGen, the generator, says the 900MW station it has opened at Killingholme, Humberside, this year has taken three years to build, half the time a coal plant would take. The station will be run by 36 people, less than a fifth of the staff needed for a conventional coal-fired station.

But if that helps explain why gas is preferred by generators it does not in itself account for the extraordinary speed of the dash for gas. There is a surplus of electricity in the UK; so why build more plants so soon? The answer has its roots three to four years ago when electricity was priva-



Winds of change over England's big generators: a merry-go-round train from the Yorkshire coalfield delivers fuel to Ferrybridge power station

tised. The move to gas would probably have happened anyway. But it has been speeded by the government's creation of just two generating companies.

Fears of the two companies exercising a

duopoly influenced regional electricity companies in deciding whether to help build gas-fired generating plants; 11 of the 12 have done so. Their participation was essential because they can provide guaranteed markets for the output.

Supporters of the coal industry say the competition from gas is unfair because the recs (regional electricity companies) can pass on the costs of the electricity they produce to consumers. The recs, after all, have signed 15 year contracts with the gas generation companies they partly owned but only five year deals with the coal industry.

However, the UK electricity regulator has ruled that the recs made sound economic decisions in setting up the plants.

In the coal review ministers came under strong pressure from the parliamentary industry select committee to restrict the access of gas to the electricity market. As if to emphasise its rejection of this approach, the government, on the day the white paper was published, gave planning consent to a large gas-fired generator at Connah's Quay in North Wales.

In doing so it was able to emphasise its free market approach. More important, a half on the dash-for-gas could have landed the government with a myriad of compensation claims. It had, after all, always encouraged the recs' diversification and the move into gas generation.

Ministers potentially had more leeway with nuclear power, as it owns all the

The UK nuclear sector enters a new phase of uncertainty

Once more to Sizewell

BRITAIN'S nuclear industry experienced an uncomfortable winter awaiting the results of the UK's coal review. It emerged intact, and arguably fortified. Now it must go under the microscope, and this time there is much more at stake.

As part of the coal review the government brought forward by a year the nuclear review which it promised in 1988 when it decided, or was rather forced by the City, to keep the industry in the public sector rather than privatisate it along with the rest of the electricity sector.

The government is expected to publish the terms of reference within the next few months and to launch the review later in the year. Environmentalists fear that the wide-ranging debate they have long hoped for will not materialise.

Nonetheless the review will set the framework and could decide whether Britain should build a Sizewell C nuclear station in succession to the Sizewell B station, in Suffolk, to be completed next year.

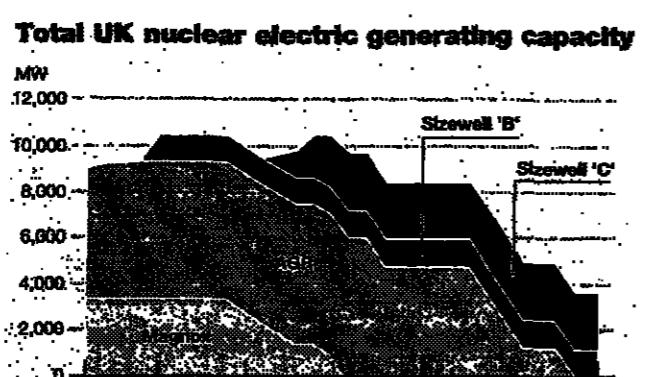
Separately, the nuclear industry is to learn – it hopes before the start of the nuclear review – whether it can commission the Thorpe nuclear processing plant in Sellafield. A second public inquiry, following the first in the 1970s, is conceivable if unlikely for the £2.5bn plant which has orders, many from overseas, worth £250m for the first decade.

Nuclear industry executives go into this period of uncertainty armed with what they feel is ample evidence of the value of nuclear power.

Improved efficiency has helped Scottish Nuclear, one of the two state-owned nuclear electricity producers in the UK, to increase its output from 12.2 terawatt hours three years ago to 14.3 last year, a 28 per cent increase achieved from the same plant, and it expects 15.1 twh this year.

Two years ago it cost 3.2p to generate a unit (kilowatt hour) of electricity, but that is now down to less than 3p and costs for 1994-5 is 2.5p.

Meanwhile, Nuclear Electric, SN's much larger equivalent in England and Wales, has increased its share of the electricity market there to 23 per cent, up from 16 per cent in



The nuclear lobby argues that nuclear power is a necessary ingredient of a balanced energy policy

Green, a Friends of the Earth campaigner, believes ministers want to limit the review to whether the "market" wishes to build new power stations.

That means, he says, that aspects including waste management, decommissioning, financial controls and government cover for future liabilities, will be brushed aside.

That is a mistake, he says. "It is certain that before the private capital markets even begin to contemplate seriously the prospects of investment in new nuclear power stations, potential investors will want to know who will be responsible for covering risks and liabilities."

Behind this lies the belief among environmentalists that the UK is already seriously undercovered for future liabilities. FOE puts financial liability associated with the UK's existing civil nuclear installations

raised in the coal review, that of whether its eight Magnox stations should be closed early, the company believes it is safe. "Magnox have been examined thoroughly and we got a result," says Mr Bob Hawley, Nuclear Electric chief executive.

"The government says they should keep going for as long as they are economic and we will be pressuring that their lives be extended."

If it loses the case for extension, Nuclear Electric's share of the England and Wales market will start to fall in the late 1990s from its likely high of 25 per cent next year when Sizewell B comes on stream. Scottish Nuclear will also be pressuring for an extension of the life of its Hunterston B advanced gas cooled reactor station. For both companies, however, the crucial issue is Sizewell C: Nuclear Electric because it will

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Michael Smith

THE SHARE of oil used for electricity generation in Europe has been increasing recently because of low oil prices, but this follows a wave of shutdowns across Europe with many oil-fired power stations lying idle for much of the year.

Orimulsion – the bitumen-based fuel – is trying to make inroads into the European power market but has yet to take much of an impact outside the UK.

The high oil prices of the early 1980s forced a massive shutdown of oil-fired power stations across Europe. Governments are wary of becoming too dependent on oil-fired power because they could be held to ransom by Middle East producers over oil prices. As a result of these trends, much oil plant is held in reserve to cope with peaks in demand or to replace nuclear or hydroelectric power plants when they are not available.

Power generators in western Europe used some 80m tonnes of heavy fuel oil a year in 1980. By 1991 the use of oil for prod-

ucting electricity had halved to 44m tonnes a year – with most closures being made by 1985.

Recent falls in oil prices have driven some countries to increase their use of oil in power stations. According to the International Energy Agency, the OECD energy monitoring group, a large proportion of the power plants in Ireland, Italy and the Netherlands can be switched from gas or coal to oil and vice versa at short notice. Few countries are actually building new oil plant although some are looking at the use of orimulsion – a bitumen-in-water emulsion fuel produced in Venezuela.

Italy accounts for almost half of the oil that is burned in power stations in western Europe. It remained committed to oil-fired electricity long after many of its European neigh-

bours had closed much of their plant, partly because oil had been the traditional choice of power station fuel in the country.

Spain and France had imposed its own moratorium on building oil-fired generating capacity that remains in Europe is there more by chance than planning and few countries are looking to build new oil-fired stations. However, existing plants are cheap to run as oil prices have declined – crude oil is currently at its lowest level in real terms for 20 years – and they are less polluting because of a switch to low-sulphur fuel oil by generators.

Oil consumption has increased recently but it is still only a fraction of what it used to be before the world energy crises of the 1970s

Deborah Hargreaves: oil stays on the sidelines but a sticky newcomer is knocking at the door

Orimulsion gets a toehold in Europe

oil, which gets 25 per cent of its electric power from oil.

Spain and France turn to oil fuel when they cannot obtain enough hydro-electricity, but have no plans to increase their exposure to oil. France has capacity to take 6 per cent of its permanent electricity supply from oil and, in Spain, oil accounts for 15 per cent.

The oil-fired generating capacity that remains in Europe is there more by chance than planning and few countries are looking to build new oil-fired stations. However, existing plants are cheap to run as oil prices have declined – crude oil is currently at its lowest level in real terms for 20 years – and they are less polluting because of a switch to low-sulphur fuel oil by generators.

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Orimulsion a year. However, National Power, the other UK generator, is considering a large development at Pembroke in Wales which would burn between 3m and 4m tonnes of orimulsion.

As Orimulsion is priced to compete with internationally traded coal, those who use it would not be exposed to volatile oil prices.

Spain has also signed a contract for the use of 1m tonnes of orimulsion a year in its Fuenlabrada Sabon station which has a capacity of 440 MW. But planning permits for the construction of the station have delayed its go-ahead.

The viscous fuel came under

major nuclear companies, including Nuclear Electric and Scottish Nuclear. Again it resisted any curbs on future generation.

Failing to bring Sizewell B in Suffolk on stream was never a serious consideration but at one stage the ageing magnox reactors appeared in danger.

Again money was a primary consideration. Closing them early would have hit income into the Treasury at a time when public finances are tight.

Perhaps in an attempt to balance this lack of action, the government claimed some success in cutting back orimulsion, the bitumen-based fuel imported from Venezuela. The coal white paper suggested that Venezuela had volunteered a cut of 500,000 tonnes of coal equivalent a year. This was at the margins anyway and would not save even one pit.

Shortly afterwards, however, BP Bitor, sole importer of the fuel, said it expected existing sale levels to continue.

So what did the white paper change? The major difference between the October plan and that now in place is that the

The move to gas was inevitable, but was speeded by the creation of the two generating companies

government has introduced the idea of subsidies. It says it will foot the bill between imported coal prices and those produced from the 12 reprieved pits.

The caveat is that British Coal must first find a market for them. Given that the UK last year imported 20m tonnes of coal, that in theory should not prove too onerous. However, at least half of the imported product is of a specialist nature not easily accessible in the UK.

That perhaps means that 10m tonnes can be displaced by UK coal. The hope is that by the time the subsidy is withdrawn, at the time of the coal industry's privatisation within two years, some of the reprieved mines will have got the costs down to a level where they can compete effectively with imports.

Perhaps some of the mines that British Coal no longer wants will be able to compete with imports in the private sector. However, few analysts believe that more than a handful of the reprieved or closing mines will survive in the long term.

Privatisation has altered the corporate culture, says Michael Smith

A shareholding workforce

WALK INTO the headquarters of the 18 privatised electricity generating and distribution companies in the UK and you will soon see a television screen relaying the latest share prices in the sector.

The information on the screen is in constant demand from senior executives to the humblest employees, nearly all of whom still have shares in their company bought at privatisation.

The nuclear industry's response also mixes environmental with economic considerations. Nuclear power is a necessary ingredient of a balanced energy policy, it says, because it has no carbon dioxide emissions and can therefore provide a future for coal, which has. Mr Hawley also argues that gas prices will rise.

"The nuclear input price is next to nothing," he says. "Few people deny that nuclear will be needed two decades from now."

So why not build the stations then? "Put Sizewell C off and all project management skills will go," says Mr Hawley.

Britain would lose countless opportunities to export its technologies.

In the review the government will need to consider where the money will come from. With its own resources under pressure from a growing public sector borrowing requirement, the chances are that it is likely to test the telephone system was privatised.

The last time it tried to interest the City in nuclear power it received an unequivocal negative response, the direct cause of the nuclear review now being planned. There is little to suggest that financiers have changed their minds about a nuclear industry in the private sector with what they see as uncertain liabilities for the past.

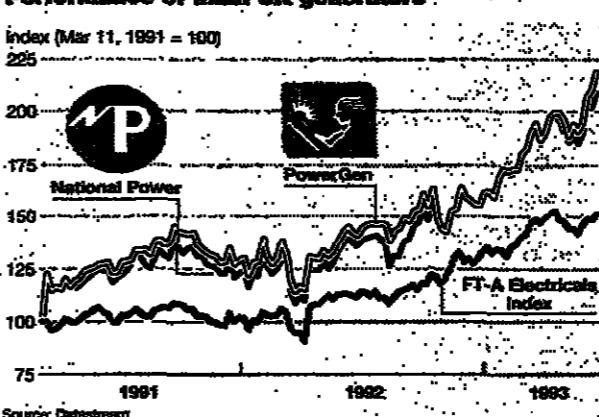
Although they are constantly attacked for making excessive profits – or rather the government is attacked for permitting them to do so – the standard of their service has not become a significant issue as it did for BT, after the telephone system was privatised.

According to Mr Stephen Littlechild, the industry regulator, companies have more than met the standards he has laid down. These include guaranteeing that electricity must be restored within 24 hours of a supply fault and replacing a company fuse within four hours.

A source of friction with poorer customers has been reduced by the 62 per cent drop in the number of disconnections in Britain.

The City approves such improvements – largely because it means there is also

Performance of main UK generators



less friction with the regulator – but it is much more interested in how the companies are raising their efficiency to influence profits.

Critics of privatisation feel that job cutting is viewed in the City almost as a virility symbol.

"Management would have been invited to back pedal in the interests of political stability. In the new climate the

down until recently because some analysts viewed its management as too slow to reduce its workforce. Its shares perched up this year following a job shedding announcement.

Few companies have matched the job cutting rate of National Power. Staff numbers there have been reduced from 17,000 at privatisation three years ago to less than 7,400. They argue because they had less fat. Midlands Electricity

BUSINESS AND THE LAW

Setback for EC state aid controls



The European Court of Justice has overturned the Commission's 1991 communication on the transparency of financial relations between member states and public companies in the manufacturing sector.

The court gave its decision in judicial review proceedings brought by France challenging the communication. The challenge concerned the information which the Commission claimed to be entitled to request from member states by way of implementation of the 1980 directive on transparency in financial relations between member countries and the public sector.

The 1991 communication requires EC states to provide the Commission with an annual report of the financial assistance given by public authorities to public manufacturing industry with over Ecu250m turnover in the previous financial year.

Details to be provided range from the annual report and accounts to every kind of aid including grants, guarantees, interest-free loans, capital investments and dividend information.

The purpose is to enable the Commission to assess the compatibility of the aid with the Rome Treaty and in particular whether investments have been made on a commercial basis.

The two main questions considered by the ECJ were whether the communication went beyond the scope of the 1980 directive and, if so, whether the Commission had identified the legal basis which gave it the power to do so.

The Commission claimed that the communication added no new obligation to those already imposed on member states by the 1980 directive. Accordingly, the communication could not be considered to have any new legal effects distinct from the 1980 directive. It was merely a particular measure applying the general information rules established by the 1980 directive.

The court ruled, first, that the obligation for EC states to communicate on a general and systematic basis data required by the Commission was not inherent in the

1980 directive. The latter required only that member states keep certain information on their financial relations with particular companies for five years and communicate it to the Commission on request. Since the communication adds new obligations to those in the 1980 transparency directive, it is an act intended to have its own legal effects.

Second, the ECJ found, therefore, that the Commission had breached the requirements of legal certainty, a general principle of Community law, in failing to indicate the legal basis for the communication.

The annulment by the ECJ of the communication is likely to throw into disarray the Commission's state aid scrutiny policy but will not necessarily affect the assessment of particular state aids granted by member states.

C-325/91: *France v Commission*, ECJ FC, 16 June 1993

Matra loses state aid battle against Ford/VW

As a sequel to the recent *Cook* case, the ECJ has reconfirmed the principles relating to judicial review of Commission state aids decisions which it clarified in that case. The case concerned aid granted by Portuguese public authorities amounting to Ecu974m for a Ecu454m investment in a car plant by Ford and VW at Setubal. The majority of the aid was paid under the Portuguese aid policy approved by the Commission in 1988. Matra challenged Brussels' decision not to open a full investigation.

The court upheld the Commission's decision on the facts of the particular case. It found no grounds to interfere with the Commission's assessment of the risk of overcapacity in the industry or of the geographical disadvantages which Setubal undoubtedly had because of its distance from the main car markets.

Applying the substantive principles on which the court says it can review state aid decisions made by the Commission, it considered that the Commission had not exceeded its powers of assessment.

C-225/91: *Matra v Commission*, ECJ FC, 15 June 1993.

BRICK COURT CHAMBERS, BRUSSELS

The letter from Mr Alastair Ross Goobey, Postel's chief executive, informing the chairman of FTSE-100 companies that in future he is " minded" to vote against three-year rolling contracts for directors, has added a touch of spice to the row over big pay-offs for Britain's business leaders.

As head of the country's largest pension fund, which owns 2 per cent of most UK quoted companies, Mr Ross Goobey's thoughts carry some weight in British boardrooms. His concern is not that executives receive excessive rewards for doing a good job but that they receive huge pay-offs having failed to come up to scratch.

The cause of these excessive payments is more often than not a three or five-year rolling service contract, which are permanently assumed to have three or five years to run before expiry.

Certainly there have been a number of well publicised pay-offs for senior executives in past 15 months.

Lasmo, the oil services group, came under fire from shareholders earlier this year for a £2m pay-off to Mr Chris Greentree, its former chief executive. It was the result of three-year rolling contract. Glaxo is said to have paid about £3m to Mr Ernest Mario, its former chief executive and deputy chairman, after he resigned following a disagreement with Sir Paul Giroliani, Glaxo's chairman. In March BP revealed that it had paid £1.5m to Mr Bob Horton when he was ousted as chairman last year.

These are just some of the bigger pay-offs in the past 18 months. But is it as worrisome a problem as Mr Ross Goobey suggests?

According to Pension & Investment Research Consultants, an organisation which advises shareholders on corporate governance issues, only 20 of the FTSE-100 companies have directors with rolling service contracts of three years or more. This may suggest long rolling contracts are less common than many believe.

Mr Richard Weir, director-general of the Institutional Fund Managers Association, confirms that a number of institutions have been exerting quiet pressure on the issue for some time, and the trend is now towards one-year contracts. Nevertheless, his members remain very concerned that there is still a sizeable number of companies where three-year rolling contracts for senior executives are the norm.

Not all fund managers and institutions, however, are in agreement that Mr Ross Goobey's solution – voting against the creation of three-year rolling contracts – is the best means for forcing the pace of change. Mr Weir says many of them feel it is inappropriate for institu-

The gravy train bumps along

The row over big pay-offs for UK corporate directors is picking up steam, writes Robert Rice



Chris Greentree, ex-Lasmo



Bob Horton, ex-BP



Postel's Alastair Ross Goobey

tional investors to interfere in what is essentially a management issue.

This has prompted the suggestion in some quarters that the real reason the institutions are reluctant to do anything about it is because many of their executives are themselves on three-year rolling contracts. Mr Weir says this is unfair. Five of the 20 FTSE-100 companies identified by PIR as having directors with three-year rolling contracts are themselves institutional investors: BAT Industries (owners of Eagle Star Insurance), National Westminster Bank, Prudential Corporation, Royal Insurance Holdings and Sun Alliance. But on the whole, he says, "long-term contracts in the City are the exception rather than the rule." Two of his larger members, M&G and Mercury Asset Management, have switched to one-year contracts.

But if most institutional investors are not going to follow Mr Ross Goobey's suggestion and vote against all new three-year contracts, how will the executive gravy train be stopped?

Mr David Dalgarino, a company law partner with London solicitors Warner Cranston, believes large pay-offs are both legally unnecessary and arguably improper.

They are legally unnecessary because there is a duty on the

departing director to mitigate his financial loss after losing his job. It should be possible even in the current employment climate for most senior executives to find another job within a year to 18 months, he says. No company therefore should agree to pay out much more than one year of a three-year contract except in exceptional circumstances, he says.

Large pay-offs are arguably improper because section 312 of the Companies Act 1985 makes it unlawful for a company to make any payment by way of compensation for loss of office without shareholder approval.

From the legal point of view the problem is caused by a combination of service contracts of more than a year and the refusal of the courts to make judgments in areas of incompetence.

"Courts hate areas of business judgment. They are not going to say that alleged incompetence by a chief executive amounts to a breach of an employee's legal obligation for loss of office towards his employer," Mr Walker-Arnott says.

The solution, he argues, is to

"play it much tougher on contracts". There should be a presumption against service contracts of more than a year.

But companies are becoming increasingly aware of the adverse public impact of large pay-offs. Lawyers are just as likely these days to be asked about the perception of a severance deal as they are about the legal parameters of what is proposed.

Mr Walker-Arnott says:

"Mr Ross Goobey's solution may not be to everyone's liking but by focusing on the issue he may yet prove to have provided the brake that finally brings the executive gravy train to a stop."

LEGAL BRIEFS



Multinational partnership in London

Couriers Brothers, the world's oldest international law firm, will this week formally celebrate the creation of what is arguably the UK's first fully fledged multinational law firm.

Its birth has been a difficult one. Couriers has been operating in London as a US law firm since 1960 and in March 1990 joined forces with English solicitors Beharrell Thompson & Co, a firm specially created in anticipation of a relaxation in the English rules preventing solicitors joining in multinational partnerships.

The three-year delay in incorporating Beharrell Thompson into the Couriers fold was caused by initial difficulty posed by Law Society rules requiring registration of foreign partners, and because of negotiations between the US Internal Revenue Service and the UK's Inland Revenue on taxation of partners' earnings.

Couriers' London office has 24 lawyers – 20 solicitors, 3 US attorneys and one dual US/English qualified lawyer. The intention is to register 21 or 22 of Couriers' 130 partners as partners of the London office. The London partnership expects to expand to 40 lawyers by the end of next year.

Judicial review

Statistics show that applications for leave to challenge decisions of public bodies by judicial review have increased dramatically in the last decade. But these figures greatly exaggerate the use of the procedure and its effectiveness, according to a study by the UK's Public Law Project.

Any "explosion" in the use of judicial review has been limited to immigration and homelessness, according to the report. In other areas legal challenges to the decisions of public bodies are still infrequent and often unsuccessful.

PEOPLE

James Capel finds chief strategist...



Peter Chambers, head of international institutional equity management at Citibank Global Asset Management, is crossing the fence to become broker James Capel's chief investment strategist.

Alastair Ross Goobey and Martin Paling, Capel's strategy duo, both left earlier this year, and both for fund management jobs. Ross Goobey went to become the boss of Postel, running the country's largest pool of pension fund money. Paling, who then briefly stepped into his shoes as chief investment strategist, moved to Baring in May, and will be in charge of asset allocation in the Pacific and South East Asia based in Hong Kong.

Keith Skeoch, Capel's chief economist, points out: "A lot of clients do not think that strategy is done that well at brokers, which is why we wanted someone from the other side of the fence. Peter also has a much more up-to-date knowledge of the latest investment techniques from the coal face."

Capel meanwhile offers Chambers "a bit more time to think" than he would have in daily charge of a large investment portfolio, as well as the chance to develop a much higher public profile, according to Skeoch. In line management terms, Chambers will report to

... but loses top-rated analyst

Meanwhile, James Capel has lost another top-rated analyst as Neil Blackley, whose specialty is the media, leaves to join Goldman Sachs from the beginning of September.

"Goldman may not have the same distribution and research capabilities in the UK as Capel, but it has the strength in corporate finance throughout Europe" says Blackley, who will be looking at all of Europe.

At Capel, Blackley became well known for his early bearish stance on Maxwell Communications Corporation, so is it not ironic that he should be moving to a firm that has just been fined £160,000 by the regulatory authorities for its activities in relation to the late Robert Maxwell? "Capel got offered the MCCP brokerage twice and turned it down" says Blackley who acknowledges Goldman's association was a concern initially.

"But I am now convinced that Goldman is a very ethical firm and that this was an aberration occurring as the company was developing in a new area".

Blackley, 36, says one of the attractions is the prospect of working, in conjunction with the telecommunications analyst, on a study similar to one already produced for the US on the effects of digital compression on the media and other aligned industries.

"I have had quite a few offers over the years (though not from Goldman) but I had not felt inclined to leave until now" adds Blackley, who has been at Capel for the last decade.

Having sustained the number one slot for research in the Exetel survey for eleven years, Capel has slipped in the last two years and now stands at number three.

CONTRACTS & TENDERS

BANK OF GREECE

Summary of a Call for those interested in submitting a tender. The BANK OF GREECE expresses its interest in the purchase and installation at its premises in Athens of Dealing Room Systems consisting of:

1. Dealer Telephone System
2. Dealer Information Switching System
3. Dealing Voice Recording System
4. Dealing Desks
5. Dealing System (Hardware - Applications Software Package)

The express of interest should include the following items:

1. Company background and profile including total sales and turnover
2. Name of local office(s) / agent in Athens and their company profile as (1) above
3. Number of systems in operation world wide and/or in Greece
4. Research and development including plans and estimated budget for next 5 years
5. Maintenance facilities and after sales support in Athens.

Please be aware that only those respondents selected by the Bank of Greece will receive the relevant Tender Documents.

To express your interest please write or fax, preferably in English, stating the item or items that you are interested in tendering for, to:

BANK OF GREECE, Manager Economic Research Dept., Room 577, 21 Panepistimiou Street, 105 64 Athens.

Fax No. 3233025

Your response to this Call must be received at the above address by Tuesday the 29th of June 1993.

BANK OF GREECE

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Lancashire County Council is offering for sale by tender, a portfolio of 14 Agricultural Estates comprising 87 tenanted holdings covering an area of approximately 2000 acres within the County of Lancashire.

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For further details contact:- Department of Property Services, Land Agency Manager, East Cliff County Offices, Preston PR1 3ET. Telephone:- 0772-263923.

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A different type of finance director



Building products and packaging group Norcros has filled the slot of finance director vacated when Robert Alcock was promoted to group managing director earlier this year by headhunting Gavin Morris, former chief executive of United Precision Industries. "We were looking for a different type of finance director, not one from the narrow discipline of accountancy" says chairman Michael Doherty; he and Alcock are both from the profession "which is more than enough".

Morris does indeed have an atypical background for a finance director. Having gained a first in psychology at the same time Norcros has been going through a long restructuring phase, announced that EMAP group managing director David Arculus will join the board as a non-executive director. "Coming from the magazine and newspaper business he has a very different outlook on life" Doherty explains. "Producing a product that is waste paper tomorrow if you fail to deliver it to your customers gives you a far greater sense of immediacy." Arculus meanwhile has hitherto not taken on other non-executive positions; Norcros will give him his first taste of the world of manufacturing.

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SPP, part of Trygg-Hansa, Scandinavia's largest insurance company, which bought LET for £491m in 1990, has been bringing the management of LET under increasingly direct control. John and Peter Beckwith, the founders of the company, resigned from the board last September.

■ Ian Fletcher has been appointed financial director of Amey-Hynd; Kevin Bailey has been appointed financial director of Compactors Engineering, also part of AMET.

■ Alan Crane, formerly a director of Bovis, has been appointed ceo of the international group of HUNTINGDON INTERNATIONAL HOLDINGS.

■ Robert Maxwell? "Capel got offered the MCCP brokerage twice and turned it down" says Blackley who acknowledges Goldman's association was a concern initially.

"But I am now convinced that Goldman is a very ethical firm and that this was an aberration occurring as the company was developing in a new area".

Blackley, 36, says one of the attractions is the prospect of working, in conjunction with the telecommunications analyst, on a study similar to one already produced for the US on the effects of digital compression on the media and other aligned industries.

"I have had quite a few offers over the years (though not from Goldman) but I had not felt inclined to leave until now" adds Blackley, who has been at Capel for the last decade.

<p

ARTS

Back to real painting

William Packer admires the work of Michael Leonard

After the futilities and empty posturings of the larger portion of the Venice Biennale, it is a relief to return to paint on canvas, properly achieved, and to work that draws directly upon the real and visible world. The apparatus and fellow-travellers of the academic avant-garde may find it hard to accept: it may be that never again will anything but the conceptually kite-marked fauna in formaldehyde (Damien Hirst) or pseudo-profound philosophising (Richard Hamilton) be allowed to represent us, but true painting goes on, as always will, honourably, insistently, privately.

It was put to me in Venice that for an artist thus to consult his own experience was but self-indulgence. With the world failing apart less than a hundred miles away, was it not more the artist's duty to engage with the issues of the day – nationalism, capitalism, AIDS or whatever. Pity the poor artist who came in from the incorrect side, but even so, the idea was all the means incidental, the technical quality of the statement irrelevant. The essential question was not: what is this work as art? It was: what is it about?

This is the greatest heresy. We no more require to be hectored in our politics or social morality by artists than by actors or singers. In Venice the play lay all about us, where we could find Tiepolo at his most magisterial while waiting for the boat, and the greatest of Bellini on stepping off. And the point of such art was never the message itself, for the preaching was always to the converted. Rather it lies with what each artist did, technical mastery and the creative, humane imagination resolved into an integral whole. The artist's duty is only to get the work right as he knows it, that we may then test its integrity against our own experience.

Theatre/Malcolm Rutherford

Groping for Trout in a Peculiar River

I had forgotten until bombarded by a series of missives from the Sturdy Beggars Company that "groping for trout in a peculiar river" is a line from Shakespeare's *Measure for Measure*. It comes just after Mistress Overdone has lamented: "Thus, what with the war, what with the sweat, what with the gallows, and what with the poverty, I am custom-shrunk." The suggestion being that all is not well in the state of England, as indeed around 1604 it wasn't. There was war with Spain, a plague in London, executions at Winchester, not to speak of a general economic recession.

Measure for Measure has always seemed the most complex of Shakespeare's plays and quite different from the rest in that it seeks to pose a genuine moral dilemma. Should Isabella sleep with Angelo in order to gain a pardon for her brother, Claudio, who is about to be executed for adultery? Or should Claudio understand that such an act would be a sacrifice too far for a woman who is about to become a nun, and prepare to meet his death?

There is also a strongly political content. The old paternal-

There is nothing self-indulgent in that.

Michael Leonard is unlikely ever to be asked to represent us at Venice, but he is nevertheless one of the most serious and particular painters of the figure that we have. As such he is a member of band as tiny as it is distinguished and as conspicuously neglected – Evan Igloo and Victor Newson are others who come to mind, particular differences notwithstanding – whose work oozes nothing to expressionism, nothing to immediacy or overt spontaneity of gesture, and everything to the long, unremitting study of the life-figure.

Leonard came to painting in his late thirties – he is now 60 – after an early career in graphic design. He had a command from the start of a meticulous technique, but at first relied over-much on photographic reference for his imagery, with all the perceptual limitations that follow – the camera never lies, and never tells the whole truth. What makes his work so interesting and convincing now is that he has developed from that position without ever denying or abandoning it.

For the photograph has its uses, properly interpreted and understood, and Leonard clearly still makes much use of it. In the organisation of the composition especially, with the interruption of the figure by the frame, and in the close fore-shortening of the space, the influence of the camera is undeniable. In the actual disposition of the figure, too, in poses that if not actually awkward, are certainly unsatisfactory over an extended period, the photograph again is a necessary aid. And yet how much there is now in evidence that could only have been done before the model. The form is modelled deep into the shadows where only the eye could follow it, and through and across the lit form, close to the

heart, telling us more of what it is to believe than any painting can.

And Dennis Creffield has returned to painting after his graphic pilgrimage around the great churches of England and France. An extended stay at Petworth saw him installed in the very room and painting from the very window from which Turner took his own

view out across the Park. While paying due respect to the distinguished ghost, Creffield made his own way and found his own Petworth, expressionist and idiosyncratic. The paintings of the South End facade, rising like palazzi on the Grand Canal,

are especially impressive.

Michael Leonard: paintings & drawings; Thomas Gibson Fine Art, 44 Old Bond Street W1, until July 2. Giorgio Morandi: Five paintings from Bologna; Accademia Italiana, 24 Rutland Gate SW7, until

June 27. Dennis Creffield: paintings of Petworth; Gillian Jason Gallery, 42 Inverness Street NW1, until July 2. Then on tour to Petworth, Birmingham, Peterborough, Durham and Brighton, in association with the National Trust's Foundation for Art

Theatre/Alastair Macaulay

Backstroke in a Crowded Pool

What happens when folk try swimming backstroke in a crowded pool? Lynsey and Chrissie, two young female lifeguards standing on the brink, know only too well. They spend their time trying to stop collisions and drownings; and this play plunges headlong into the hectic comedy of pool life, with the two girls keeping up School of Joyce Grenfell ("Don't do that, George") lines on the scores of people in the water. We soon know which lane is for beginners only, what their colleague Melvin is like, and which chaps these girls find most gorgeous.

It is part of the skill of Jane Coles's new play that we have been busy laughing at all this before we realise that the pool is also a metaphor for our modern society, in which Lynsey and Chrissie have to swim along too. Lynsey has fallen for Hashim Jalib, a handsome young Moslem. No minor crush this: she prays to Allah, reads the Koran, plans to become his worthy wife. And Hashim has eyes only for her. There are advantages to such a liaison: Moslems don't drink, and my favourite line in the play comes when Chrissie remarks wistfully "Imagine

being made love to by someone who's sober."

Coles shows us not only Hashim and Lynsey, but their mothers too, neither of them racist. Fahimah Jalib, in fact, is the best-realised character in the play, wise, patient, retiring and droll; and her sequitur are more disconcertingly funny than most people's non sequiturs. But Lynsey's mother Carol is a militant animal-rights campaigner, opposed to the ritual sacrifices of Islam. When the pool is this crowded with conflicting creeds, who can swim backstroke? (At the pool, the lifeguards keep remarking "The pool's getting too crowded... And they're still letting more people in." Very Winston Churchill.)

So much about this play is so acute, and its mix of humour and serious social drama is so deft, that I wish its faults were invisible. Sometimes, however, it nervously overdoes comic touches (as at the end of Act One); or overdoes its pool symbolism (in Act Two). The big Islam-vs-animal-rights dialectic in the Act Two dinner-party comes too pat. And the ending manages both to be too ambiguous about Lynsey and too icky-optimistic about Chrissie.

At the Bush Theatre, W12, until July 24

■ VIENNA

Staatsoper Tonight, Fri and next Mon: Turandot with Eva Marton. Tomorrow: John Neumeier's ballet *A Midsummer Night's Dream*. Thurs and Sun: Lohengrin with Thomas Moser. Sat: Giselle (51444 2955). Musikverein Tonight: King's Singers (505 8190)

■ WASHINGTON

KENNEDY CENTER

The World Goes Round, an award-winning musical celebrating the careers of composer John Kander and lyricist Fred Ebb, runs daily till Sun at Eisenhower Theater. Andrew Lloyd Webber's musical *The Phantom of the Opera*, directed by Harold Prince, opens for a three-month run at the Opera House on Sun (202-467 4600).

THEATRE

● *Sylvia's Real Good Advice*: a musical comedy inspired by cartoonist Nicole Hollander's comic strip. Till July 11 (Horizon Theater at the Marvin Center of GWU 202-994 6178).

● *Strindberg in Hollywood*: Drury Pifer's play about the 19th century dramatist in 1993 Hollywood. Till July 18 (Woolly Mammoth Theater 202-393 3939).

MUSIC

Blues Alley Jazz Supperclub

Maggio Musicale/William Weaver

The Magic Flute

The final opera presented at the Maggio Musicale in Florence was a new production of *The Magic Flute*, an event of great artistic merit, the sort of evening that, alone, justifies the existence of a festival. In the warm, intimate Teatro della Pergola, the brilliantly inventive Julie Taymor designed and prepared a fanciful, but never arbitrary staging that beguiled the eye and won the heart and, at the same time, set the spectator's mind to working.

Fortunately, the singers were not only excellent musicians but also pliable actors, especially Manfred Henni, a genial Papageno, who won laughter and applause without any hamming or any sacrifice of his attractive singing. Deon van der Walt was a sober, impassioned Tamino, and Matthias Hoelle, though the voice was not entirely even, made a noble Sarastro. Sumi Jo was an appropriately exotic, icy Queen of the Night, and – chief Italian representative in the cast – Mariella Devia was a Pamina of distinction, perhaps somewhat lacking in tenderness, but musically admirable and also natural in her movements. The three ladies (also Italian), superbly masked and costumed, performed with wit and style. The three boys (soloists from the Teatro Knabenchor), chalk-white and silver-bearded, seemed truly to arrive from another world. The Monostatos of Sergio Bertocchi, shameless in his politically incorrect assertions, added a properly grotesque touch.

There was no sign of the Disneyfication of the story, no cuteness; and the initiatory trials were genuinely awesome, just as the trial of Tamino and Pamina by separation and imposed silence was fraught with convincing pain. The noble sentiments of the libretto were not ignored, but rather underlined by the visual severity of the rituals.

Julie Taymor's long stay in the Orient has enriched her producer's vocabulary immensely, and this *Flute* had not only Japanese and Chinese ingredients (discrete use of shadow figures), but also elements from Kabuki (Tamino, identifying himself as a prince, stamped his foot in a typical

Concert/David Murray

A Rite to remember

There are conductors – almost a majority, these days – who act out the music, and others who just conduct it. Pierre Boulez is one of the latter. With the London Symphony on Sunday, his chosen programme would have inspired many another maestro to strenuous histrionics:

Schoenberg's expressionist Five Orchestral Pieces, the athletic First Piano Concerto of Bartok, Stravinsky's *Rite of Spring*. Boulez found it sufficient to give to his superbly rehearsed players; watching him in a silent film, you could hardly have guessed what kind of music he was conducting, but the audible results were magnificent.

Schoenberg's 1909 pieces were his first atomic foray with orchestra. Ingenious conductors can dress them in shot-silk hues, to make them more audience-friendly, or administer violent shocks to keep everybody on their toes. Boulez did neither, but kept their own strange colours dry and lucid: one heard much more of the inner workings than usual, with a great gain in cogency. The effect was to convey an uncommonly wide range of expression, not just expressionism. The original force of the music was recaptured with authority.

With Daniel Barenboim as a

powerful soloist, the Bartók concerto began sternly and roughly. The pianist's motor-driven octaves splashed a bit, and he allowed himself so much sustaining-pedal as to blot and thicken some passages in the first Allegro where a tight, unambiguous pulse should guide the ear. With the slow movement, however, Barenboim collected himself for his concentrated best (with some beautiful wind-playing, too), and thereafter the performance was a model of intensity.

As for the *Rite*, Boulez and the splendid LSO gave it a memorable re-creation. Any good account of this work should leave a potent impression, but this conductor's grasp of the score is probably unequalled now. Not only did it sound fabulous – and authentic, without extra colouristic tricks or wilful sideslips; it was paced with a sovereign confidence that belied the long, searching attention to Stravinsky's construction, and carried the music inexorably forward to the last cataclysm. The audience was wholly gripped: exciting *Rites* are not so rare, but only once or twice in a decade are we made to hear what a towering masterpiece it is.

Sponsored by JVC

INTERNATIONAL ARTS GUIDE

ANTWERP

ANTWERP '93 The highlight of this week's drama programme is a visit by Deutsches Theater Berlin with Heiner Müller's Shakespeare adaptation entitled *Hamlet Maschine*, at Stadschouwburg tomorrow, Fri and Sat. The music programme includes late evening performances by an Indonesian Gamelan orchestra at the Ethnographic Museum on Fri and Sat (226 9300).

FLANDERS' OPERA The final production of the season is *Manon Lescaut*, the latest in a Puccini series staged by Canadian director Robert Carsen. Evelino Pidò conducts a cast led by Miriam Gauci and Fabio Armiliato. Final performances on Thurs, Sun and next Fri (233 6685).

AMSTERDAM

Muziektheater Tonight and Thurs: Dutch National Ballet's *Frankenstein* programme, choreographies by Balanchine, Wayne Eagling and Laure Booth. Tomorrow: Simon

Rattle conducts final performance of Peter Sellars' Holland Festival production of *Pelléas et Mélisande*, with Philip Langridge, Elise Ross and Willard White (625 5455). Concertgebouw Tomorrow: Claus Peter Flor conducts Royal Concertgebouw Orchestra and Shostakovich. Fri: Simon Rattle conducts Rotterdam Philharmonic Orchestra and Netherlands Opera Chorus in Berlioz's *Roméo et Juliette*. Sun: Dennis Russell Davies conducts Radio Philharmonic Orchestra in works by Harrison and Gorecki (24-hour information service 675 4411, ticket reservations 671 8345). Beurs van Berlage Fri, Sat, Sun: new work by Anne Teresa de Keersmaeker (527 0486).

BRUSSELS

Monnaie Tonight, Thurs, Sun and next Tues: Antonio Pappano conducts Kurt Hones' production of *Die Meistersinger von Nürnberg*. José van Dam and Hartmut Bauer alternate as Hans Sachs. The cast also includes Dale Duesing as Beckmesser and Margaret Jane Wray as Eva (219 6341). Palais des Beaux Arts Tonight and tomorrow: prizewinners of the Queen Elisabeth Violin Competition are soloists with the Liege Philharmonic and Royal Flanders (507 8200).

BREGENZ

The summer festival opens on July 21. The outdoor opera production this year is *Nabucco* staged by David Pountney, designed by Stefanos Lazaridis and conducted

by Ulf Schirmer. Jonathan Miller staged Giordano's *Fedora* in the Festspielhaus, with a cast led by Mara Zampieri, conducted by Fabio Luisi. Rafael Frühbeck de Burgos, Pinchas Steinberg and Donald Runnicles conduct concerts with the Vienna Symphony Orchestra, and Vladimir Fedoseyev conducts the Moscow Radio Symphony Orchestra in the final concert on August 23 (Bregenz Festspiele, Postfach 311, A-6901 Bregenz, Austria. Tel 5574-492 0223 Fax 5574-492 0228).

CHICAGO RAVINIA FESTIVAL

Tonight's guest artist is Pat Metheny, followed tomorrow by Michael Feinstein and the festival orchestra, and on Thurs a Shakespeare evening with Claire Bloom. Marni Jansons conducts the first two concerts by the Chicago Symphony, featuring Alessandra Marc in Strauss's Four Last Songs on Fri and Izhak Perlman in violin concertos by Bruch and Brahms on Sat. James Levine conducts his final concert as festival music director on Sun, with a programme of Stravinsky, Strauss and Beethoven. Beaux Arts Trio are guest artists on Mon. The festival runs till early September. All concerts are broadcast to the lawn for outdoor listening. Lawn admission is always available (Tel 312-728 4642 Fax 708-433 4582).

FELDKIRCH

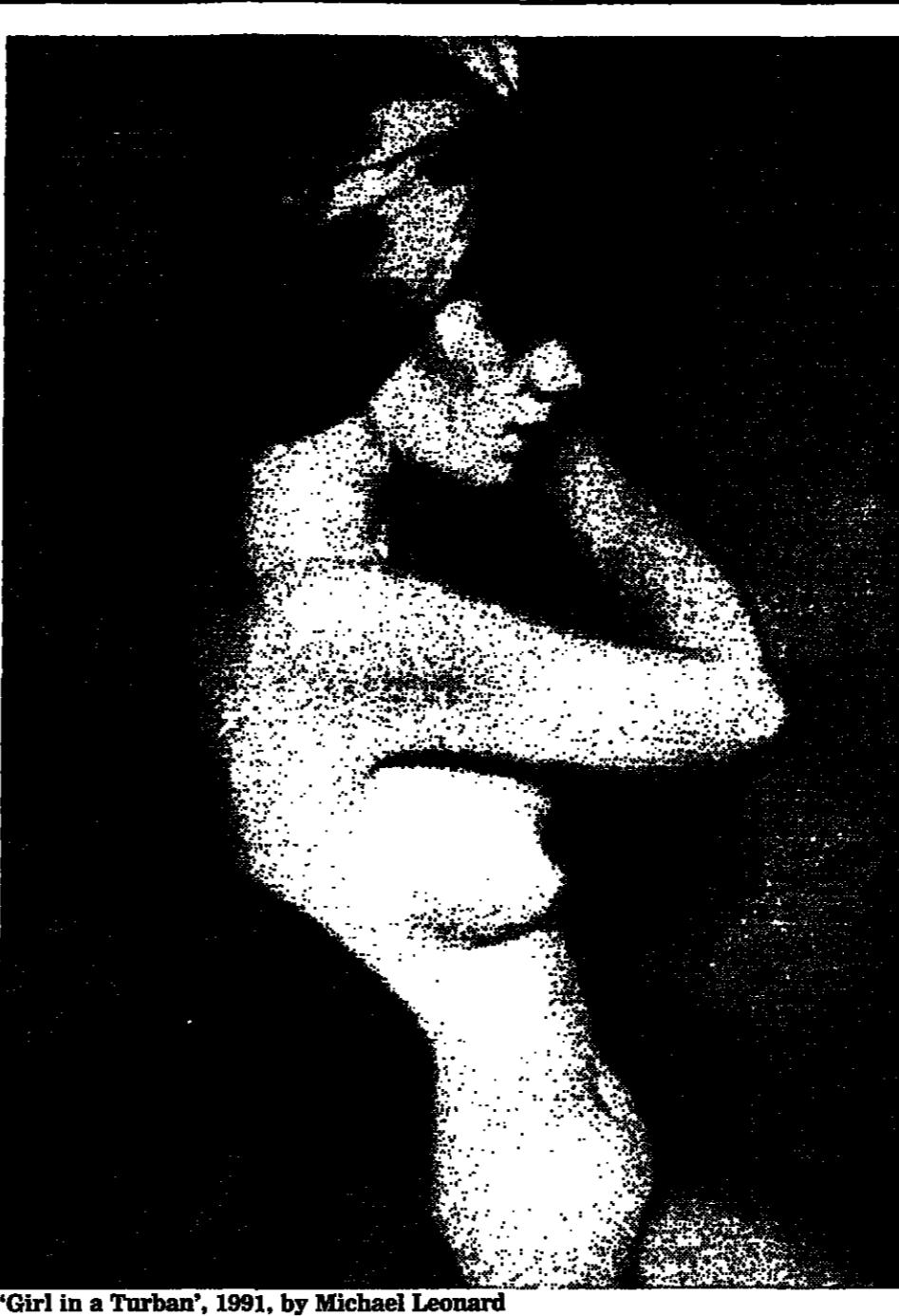
The annual Schubertiade, now permanently transposed from Hohenems to Feldkirch, focuses

on the music of Schubert. The festival runs till July 21 (217 1717).

ROTTERDAM

De Doelen Tonight: Simon Rattle conducts Rotterdam Philharmonic Orchestra and Netherlands Opera Chorus in Berlioz's *Roméo et Juliette*. July 18 (Woolly Mammoth Theater 202-393 3939).

MUSIC Blues Alley Jazz Supperclub



ARTS GUIDE

Monday: Berlin, New York and Paris

Tuesday: Austria, Belgium, Netherlands, Switzerland, Chicago, Washington

Wednesday: France, Germany, Scandinavia and The Netherlands

Thursday: Italy, Spain, Athens, London, Prague

Friday: Exhibitions Guide

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MONDAY TO THURSDAY

Super Channel: European Business Today 0730; 2230

Monday Super Channel: West of Moscow 1230

Super Channel: Financial Times Reports 0630

Wednesday Super Channel: Financial Times Reports 2130

Thursday: Sky News: Financial Times Reports 2030; 0130

Friday Super Channel: European Business Today 0730; 2230

Sky News: Financial Times Reports 0530

Saturday Super Channel: Financial Times Reports 0930

Sky News: West of Moscow 1130; 2230

Sunday Super Channel: West of Moscow 1830

Super Channel: Financial Times Reports 1900

Sky News: West of Moscow 0230; 0530

Sky News: Financial Times Reports 1330; 2030

ARTS GUIDE

Monday: Berlin, New York and Paris

Tuesday: Austria, Belgium, Netherlands, Switzerland, Chicago, Washington

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Matters of opinion

Christopher Bobinski on poll-taking in east Europe

like to answer questions." Ms Elena Koneva of Comcon 2, another private company, adds that some people "refuse to talk about the consumer durable goods they have at home in case burglars should hear about it".

Nevertheless, a post-communist enthusiasm for expressing a view means that opinion polling in eastern Europe is producing findings that are more thorough and accurate than most polling in the west, according to Ms Meril James, GfK's international co-ordinator.

The quality of the research is incredibly high, it's still a

prestige business," says Ms James, who recently addressed a seminar organised by the World Association for Public Opinion Research, held in Tallinn, capital of Estonia.

Demanding information about the nation's political views was part of the struggle for its country's independence in the 1980s, says Mr Andrus Saar, an Estonian who owns Saar Poll, a private company.

An opinion poll carried out in Estonia in 1984 was kept "under lock and key" for four years, until the Gorbachev era of reform began to ease the atmosphere in the region.

Other experiences of the communist era have helped to create a particular abhorrence for the manipulation of opinion poll findings by politicians. In Lithuania, for example, Ms Rasa Alisauskienė, from the Baltic Surveys private polling company, recounts with disdain how the governing party banned the publication of poll

results 30 days before recent parliamentary elections "because the figures looked bad for them".

Such action is increasingly likely to draw a hostile response, since the opinion polls themselves in several former socialist countries such as Estonia and Poland reveal a feeling among ordinary people that the politicians are failing to act in their interests.

This is not to say that there is any more of a guarantee in eastern Europe than elsewhere that interviewees will always respond truthfully. Just as the polls inaccurately forecast election results in Britain, local exit polls in Lithuania underestimate by 12 percentage points support for the country's former communist leader, who was returned to power as a Democratic Labour candidate. People were apparently unwilling to admit they were voting for a former communist.

One great advantage for east European polling companies is that they have access to vast amounts of data compiled in the communist era. Throughout eastern Europe, police have detailed residence records. Russia and other former Soviet republics also have lists, originally compiled for the issuing of ration cards, as good as electoral registers in the west.

The data enable east Europeans to get a more accurate cross-section for polling and to interview named people for their research; this method is seen in the industry as potentially more accurate because it virtually rules out falsification of results.

And according to Ms James, the cost of carrying out polling is still relatively low in eastern Europe mainly because of much lower wages in the east.

Whereas in Britain, estimates suggest it would cost the equivalent of some \$8,000 to have a sample of 1,000 people asked five questions, the Moscow-based companies would charge between \$3,000 and \$4,000 for a 1,500-strong sample throughout Russia.

It was against this low-cost background that the EC last autumn carried out perhaps the most ambitious opinion poll ever undertaken in the region. The Eurobarometer poll of 18 former communist countries revealed that, while the Czechs and Slovines are among the happiest people in eastern Europe, one-third of the region's total population wants to live and work in the west.

It is against this low-cost



Mr Kenneth Clarke regards the role of chancellor as above all political. He is right. Power is generated by skillful politicking; without it, the

part played is that of a mere office-holder. We should not, therefore, be surprised that Britain's new finance minister spent the first three weeks in his new job setting a tone, establishing a mood, ensuring that the signals he sends out are correct and in tune with the electorate's aspirations. Only now, in his fourth week, does he feel that his base is prepared. That achieved, he is ready for the detailed in-house planning sessions that occupy a chancellor's diary.

When he arrived at No 11 Downing Street on May 28 he noted with relief that there was no urgent economic crisis to be faced. His experience on Black Wednesday, when for a few hours the technicians ran the country and elected ministers were impotent, was one he regards as the worst of his political life. On the morning after Mr Norman Lamont's downfall, in contrast, the foreign exchange and stock markets were calm. The political marketplace was, however, turbulent. He could not afford to take a month or so off from the airwaves in order to read himself in, as he had done in several new ministries before. The budget rules out fiscalisation of results.

The new chancellor decided that his first priority was political. He spent much of his time thinking about three set-piece speeches: one to the parliamentary press gallery, one to wind up the economic debate in the Commons and, finally, his Mansion House address. All were well received. He accepted, and kept, many media engagements. He spread himself, and his message, as widely as he could. What he put across was that he was a believer in low inflation but, concurrently, a proponent of growth.

This seems impossible, at least to me. No other chancellor has achieved both objectives simultaneously. Going for growth and damn the inflation would win Mr Clarke the Tony Blair award for fiscal irresponsibility. He believes that he understands this, and can avoid it. He will be put to the test next spring. It is then, in April 1994, that the changes in value-added and fuel tax provided for in Mr Norman Lamont's last budget will hit the retail price index. For a few months it may be impossible to keep inflation below 4 per cent.

What then? To judge by the demeanour he has adopted so far, Mr Clarke might well ask whether the rise in prices was merely a one-off blip caused by the government's own taxation policy. If so, he would probably resist an increase in the rate of interest, however persuasively the new governor of the Bank of England, Mr Eddie George, put his familiar counter-inflationary arguments.

If, however, more insidious

inflationary pressures were identified at the same time - if, say, sterling was falling sharply - interest rates might well be increased. Mr Clarke remains, for all his experience of the day Britain was elected from the European exchange rate mechanism, a believer in managed rates. He has said loudly enough that he knows there can be no rejoicing of the ERM in this parliament. He would want a Sorex-proof system in place first, but he has never said never. A steep devaluation would be inflationary. No one can predict monetary policy. But what I have outlined is the kind of approach ordinary people expect of a chancellor who has

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servatives are divided. To those who complain that the first lord of the treasury's view that will prevail. Today, Mr Clarke has the bulk of the party (its Thatcherite wing excluded), the media, and presumably much of the country rooting for him. He would take pains to aver that Mr Major can nevertheless sleep safely in his bed at night. Let us be charitable. Let us believe this. For the media, and the public, will turn against him whatever he says. Anyway, in policy terms Mr Clarke sees himself as a carbon copy of the prime minister, with the latter only marginally less pro-European than he is. He would argue that if Mr Major were to go down, his chancellor would

force go down with him. The new Tory hero's second immediate task was to steer the public spending targets announced last Thursday through the cabinet. He regards the commitment to a real growth in expenditure no larger than the growth in the economy as the toughest that political realism will allow; anything more severe might not get through a Commons in which the government's majority is dwindling and the Con-

servatives are divided. To those who complain that the

ceilings on the next three years' outgoings are not low enough, he might reasonably respond that what was agreed last week was one contribution to reducing the anticipated

£50bn public sector borrowing requirement. It is open to him

to

He has the bulk of the party, the media, and presumably much of the country rooting for him

to tighten fiscal policy further in November, when the first unified budget is presented. No one has been able to pin him down on whether that means further tax increases or further spending cuts; his instinct is that if the public finances look as dire then as they do now he may have to do both. Mr Clarke draws strength from the fact that most people know in their hearts that this is probable.

Those little matters out of

the way, the new chancellor is embarking on a series of internal meetings on selected topics. This week he will review options for increasing the flow of private capital into public projects; next week's subject is small business and what can be done for it. After that they will debate tax policy. No decisions will necessarily be made at any of these educative sessions, unless Mr Clarke is suddenly struck by a blinding truth at any one of them. The chancellor starts with a preference in favour of fewer allowances and low rates; perhaps the lightning will strike there.

He is not one for economists brought in from outside. His predecessor's advisers have gone. Mr Lamont's council of wise men was invented to protect shell-shocked Treasury officials from the full blast of public opprobrium. It will not be disbanded, but I would not place much money on it exerting a great deal of influence under the new Treasury regime. Mr Clarke is proposing to consult a few people he regards as leading industrialists who understand the economy, Sir Graham Day and Lord (Jeffrey) Sterling among them, but, in the main, he is having praise on his demoralised officials and listening to what they have to say.

Before we all groan that means more of the mistakes that have dogged us for so long, we should clutch at the one straw available: it is that huge self-confidence, the feeling inside the new chancellor's soul that he has the ability to pick the best advice and distinguish the officials who give it from the ones who do not. He will be doing that, probably working harder than perhaps ever in his life before, when he returns from the August half-days to prepare the unified budget.

I recall discussing the use of economists in the Treasury with Mr John Smith when he was shadow chancellor. Mr Smith, like Mr Clarke a lawyer, intimated that economists are two a penny, buyable with knowledge of their opinions. What was needed at the Treasury was political nous, an ability to pick out what would work from what would not. It is that quality that we must tell ourselves is now being deployed on our behalf by Mr Clarke. He is one of the most experienced members of the government, and he is not a fool. He has made a good start. Only a sour old cynic like myself would cast the slightest smidgeon of doubt on the finish.

WHERE TO WATCH THE FT THIS WEEK

MONDAY

07:45 European Business Today† - Daily news, company results, market moves and boardroom interviews.

12:30 West of Moscow †

22:30 European Business Today†

TUESDAY

07:45 European Business Today† (22:30) 13:15 West of Moscow* (18:15) 08:15 FT Reports* (15:45, 23:45)

WEDNESDAY

07:45 European Business Today† (22:30) 21:30 Financial Times Reports† London: Star or bit player? Have tales of the death of the City been exaggerated? We examine the evidence.

All times are CET

KEY 1 Sky News † Super Channel * Euronews

THURSDAY

07:45 European Business Today† (22:30) 08:15 West of Moscow* (15:45, 23:45) 13:15 FT Reports* (18:15) 20:00 Financial Times Reports 1 (01:00, 05:15)

FRIDAY

07:45 European Business Today† (22:30)

SATURDAY

05:30 Financial Times Reports 1

08:30 Financial Times Reports †

11:15 West of Moscow 1

Is it Working? In a location report from Moscow we meet some of the players in the new capitalism. (22:15, 02:15, 05:15)

SUNDAY

13:00 Financial Times Reports 1 (20:00)

19:00 Financial Times Reports †

22:30 West of Moscow †

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Joe Rogaly

Herculean tasks for new Tory hero



Clarke: the most powerful man in the cabinet, Major included

off, it is not necessarily the view that that will prevail. Today, Mr Clarke has the bulk of the party (its Thatcherite wing excluded), the media, and presumably much of the country rooting for him. He would take pains to aver that Mr Major can nevertheless sleep safely in his bed at night. Let us be charitable. Let us believe this. For the media, and the public, will turn against him whatever he says. Anyway, in policy terms Mr Clarke sees himself as a carbon copy of the prime minister, with the latter only marginally less pro-European than he is. He would argue that if Mr Major were to go down, his chancellor would

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LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

Thorp: doubts about Japan's needs and the plant's future

From Dr Jinzaburo Takagi and Ms Aileen Mioko Smith

Sir, We would like to respond to the letter of Mr Kohji Kameko, general manager of the nuclear power department of the Federation of Electric Power Companies of Japan, regarding Thorp (June 18). Actions speak louder than words. MOX fuel - a combination of plutonium and uranium fuel - would be the single greatest user in Japan of Thorp plutonium. If Japanese utilities really support reprocessing, why have they not taken any concrete steps to fabricate and burn MOX fuel in their commercial reactors? When the utilities say they support Thorp, what they are wanting is a return on their investment, not the product to be supplied by Thorp.

It is a travesty to mislead the people of the UK into thinking that Japanese utilities need more plutonium. The reality is that Japan's plutonium utilisation programmes are so far behind schedule that they simply cannot absorb the plutonium Thorp will produce. In contrast with other commodities, plutonium is a material capable of being made into a weapon and cannot be stockpiled without risk.

Whether the Japanese desire it or not, they will have to reduce supply in order to avoid a surplus. If Japanese demand for plutonium is low, Thorp will be a disastrously uneconomic plant to operate.

What Japan needs to submit, and what the UK Foreign Office and parliament must obtain, are not merely "we fully support Thorp." Statements from Japan, but concrete data on the real demand - if any - that Japan will have during this coming decade for Thorp plutonium. This is also an interested party.

Jinzaburo Takagi, executive director, Citizens Nuclear Information Centre, Aileen Mioko Smith, director, Plutonium Action Network, Kyoto, Japan

From Mr Cline Bates

Sir, Paradoxically, a letter from Japanese utilities (June 18) stating their support for Thorp may be the clearest sign yet that the plant will not be operated. When Bronwen Maddox wrote of Thorp as a "Whitehall nightmare" ("Nuclear scheme that became a 16-year Whitehall nightmare", May 8) she noted that "fear of incurring penalties would make it hard for the government to raise the wider question of whether abandoning the plant, and releasing all parties from the contracts, could be in the mutual interest of the UK and Thorp's foreign customers". Civil servants had described the situation as a nuclear "prisoners' dilemma".

Foreign utilities and their governments also fear penalties and view the prisoners' dilemma from an opposite but symmetrical perspective to the UK. If they wish to find a way out of reprocessing, their most effective tactic is to force the UK government unilaterally to abandon Thorp, while they declare their unflinching support for the plant. In that way, they may hope to avoid liability and the punitive terms of their contracts with BNFL.

In fact, two recent events support this scenario. The first is that European countries agreed tough new conditions under the Paris Convention for radioactive discharges from Thorp. If BNFL will find it difficult to meet, support for Thorp was particularly forthcoming from Thorp's major European customers.

The second is the letter from the Federation of Electric Power Companies of Japan registering full commitment to Thorp and the plutonium cycle. Such actions and declared support are consistent with Thorp's foreign customers seeking advantage in the end-game for the plant. The UK should act decisively, and devote its efforts to closing the plant on profitable terms rather than continue the futile struggle to keep it going.

Clive Bates, Greenpeace, Canbury Villas, London N1 2PN

Quality as key to survival of Europe's car industry

From Mr Gavin Clezy

Sir, Heaven help the European car industry if Car Tongue (Letter, June 15) holds any sway within it. Has she not understood that the renaissance of the British motor industry owes everything to the infusion it has received of Japanese methods and working practices and nothing to do with the relatively low wages and long working hours in Britain? Is the European parliament unaware that the survival of the motor industry is precariously dependent upon arbitrary quotas being agreed with the Japanese to keep their imports within reasonable bounds?

Long working hours have nothing to do with efficiency and competitiveness in a world market. It is the quality of work which counts and it is in

sales and after-sales. Thorp and open-minded appreciation of the customer's needs (not easy in an autocratic industry) discloses the right solution for every problem.

Of all the customer-pleasing actions that we have identified in our car industry Research, one stands out - under-pricing and over-delivery. Whether in a sales pitch, a warranty or a repair, giving more than you promise wins long-term friends. Those who adopt this positive philosophy sooner or later will find themselves the least

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EC plan from Mr Delors

BY HIS discussion of European Community competitiveness at the Copenhagen summit yesterday, Mr Jacques Delors, president of the European Commission, prodded EC leaders to take a few tentative steps on a long journey. Unfortunately, not all of the steps seem to be in the right direction.

The difficulties start at the beginning, with the excessive emphasis on EC "competitiveness". The idea of a life and death economic struggle with competitors abroad may help politicians overcome entrenched obstacles to needed reforms. But it is a dangerous misrepresentation of reality, since it reinforces the notion that EC's relations with its trading partners are a zero-sum game. The issue is not "competitiveness", but EC economic performance. The US did not create 25m jobs between 1970 and 1990, compared with only 9m in the EC, because it was more competitive than the EC. It did so because its labour markets worked better.

This is only the preamble. At the heart of Mr Delors' plan are eight points: movement towards the single EC currency; completion of the Uruguay round, along with fairness in world trade; investment in research and development; investment in transport and telecommunications networks; investment in the technological revolution; reform of education systems; improvements to the fiscal basis for economic development; and a different focus to labour market policy.

Some good ideas

The plan is excellent in parts, in its support for vouchers to allow lifelong training, for example, for active labour market policies and, above all, for completing the Uruguay round. But it is far from ideal. Mr Delors argues, for example, that member states must pull their economies back into line on the road to a single currency. But implementation of the convergence criteria in the Maastricht treaty will fail to provide immediate help to the EC economy.

Equally worrying are some proposals for EC involvement in the international trading system. Mr Delors shows courage in his willingness to confront France's growing doubts about liberal trade. But he also suggests that a prospective

This agenda is, like the curate's egg, good only in parts. It is good to the extent that the issue of the EC's economic future is being seriously addressed. It is good too in some of the ideas being advanced. But Mr Delors has not yet advanced a convincing plan. His task is to do so, ideally by next December.

Slow steps to private coal

THE GOVERNMENT will soon be able to judge how successful its first steps to privatise the coal industry have been. British Coal has received about 100 expressions of interest from private sector companies considering a use for four of the 20 mines it no longer wants. Unfortunately, it is likely that few will make firm proposals to reopen them as mines when the deadline for detailed entries ends next month.

Since the government published its coal white paper in March, a response to the outcry which followed an earlier decision to close three-fifths of British Coal's capacity, market conditions have deteriorated. Tighter controls on emissions from power stations and an improvement in nuclear power efficiency have reinforced the electricity generators' determination to drive a hard bargain on coal purchases.

This has spread economic uncertainty across most of the British coal industry, while at the same time reducing the attractions to private operators of discarded British Coal facilities. The four pits which by last week had attracted 100 expressions of interest were Easington, Cottgrave, Silverhill and Bolsover. Another 16 are being advertised.

The paucity of ministerial action on coal since March suggests the government is indifferent as to whether the pits are taken on by the private sector or not. Ministers may think they can not lose either way. If some pits are saved, they can argue that the privatisation process has begun. If no pits are taken on by private operators, they can say they were right all along; the market cannot sustain a large coal industry.

Urgent task

This inaction is justified with the explanation that nothing much can be done until privatisation legislation finds a place in the parliamentary timetable, probably in the next 12 months. But there are steps the government could, and should, take now.

The most urgent task is to give clearer signals about the form of the subsidies which the government has already agreed in principle to pay for output from British Coal's 12 reprofited mines and

from pits taken over from the corporation by private operators. The private sector cannot be expected to commit itself to deal in uneconomically priced coal on the basis of a vaguely worded promise. There is, admittedly, the difficulty that in defining the subsidy beforehand the government will give too much away, either to the producers or generators. But compromise will have to be found if the privatisation process is to begin.

Competitive process

A second point concerns the procedures for licensing out British Coal's unwanted pits. In its white paper the government promised to set up an independent coal authority to perform this role, and said the necessary legislation would be included in the privatisation bill. In the meantime, however, this task is being carried out by British Coal itself, and questions are naturally being asked about the corporation's impartiality in deciding whether pits should be handed over to rivals in a fiercely competitive market.

So far British Coal has acted reasonably, but the competitive process has barely begun. The Department of Trade and Industry could instill greater confidence in the emerging coal market by appointing, on a temporary basis, an assessor who is not an employee of the corporation. The assessor could work at British Coal's offices and with its staff, but should be answerable directly to the DTI rather than to the corporation board.

A third step the government could take would be to push through, before the full privatisation bill, the small but important changes which are needed in the law governing coal operations. For example, private operators may at present have no more than 150 people underground at any one pit. This puts them at an absurd disadvantage. Also, the government already has parliament's approval to lift limits on underground working hours which, by being unduly restrictive, have for years hampered efficiency at British Coal. For the sake of both the private and public sectors in coal, the government needs to move swiftly to introduce these reforms.

The embattled public relations team at Lloyd's of London jokes that the insurance market has recently become the City's equivalent of the royal family, as staff reflect on the almost feverish media interest in the misfortunes of the Names.

The clamour looks set to intensify over the next few weeks after losses of up to £2bn for 1990 are reported today. The third successive year of record losses, to be announced by Mr David Rowland, the market's chairman, at today's annual general meeting at London's Royal Festival Hall, will force many hundreds more Names - the individuals whose personal wealth supports the market - into financial ruin.

The scale of the latest losses is startling. The 19,770 Names trading in the 1990 year at Lloyd's face losses of between £2.8bn and £3bn, a record in the market's 300-year history.

Average losses per head will be more than £100,000. Cumulative losses at the market between 1988

and 1990 will amount to more than £5bn. Under its three-year accounting rules, Lloyd's expects to report a loss of £1bn for 1991, next June.

Already 2,000 Names - of more than 33,000 trading in 1988 - have applied for help from the Lloyd's "hardship" committee, which reschedules the debts of Names and allows them to live in what it describes as "modest" circumstances.

Normally, hardship cases can expect to retain an income of between £10,000 and £15,000 a year and can live in a house which, in London, would be valued at about £150,000.

Mr Christopher Stockwell, who chairs the independent Lloyd's Names Associations Working Party, says between 5,000 and 10,000 Names "could be completely ruined". He claims that 17,000 Names have joined the action groups which his association represents, and are either considering or taking legal action to recover their losses. He warns that Names are determined to continue their campaign for compensation, even at the expense of the market's future.

"We are not going to lie down and be walked on," says Mr Stockwell.

The problems and anger of the loss-making Names are the biggest challenge facing the market, whose fortunes in some other respects are brighter than for some time. First, during 1992 and 1993, rates - or prices - for the motor, commercial insurance and reinsurance policies sold by Lloyd's have risen sharply, generating huge flows of cash into the so-called "premium trust funds" held by the market to meet claims. These so-called "hard" market conditions mean that most underwriters now believe they are

trading profitably across the board.

Second, Lloyd's business plan, devised by Mr Rowland and Mr Peter Middleton, chief executive, and published two months ago, imposes radical reforms on agency businesses and syndicates trading in the market. These underline the shift to a more active management style. Mandatory cost-cutting measures should reduce overall expenses by 20 per cent from £285m in 1991 to £265m in 1992.

Third, moves are advanced to bring corporate investors to the market, whose commitments should help shore up the recent erosion of the capital base. Lloyd's expects to publish a rulebook, outlining the detailed terms on which so-called "incorporated Names" would be allowed to participate. It is hoped that at least £500m in corporate capital will be raised by next year.

Fourth, the strong cash flow into the premium funds should allow Lloyd's to soften the impact on Names of the 1990 losses, and thus allow as many as possible of the 19,700 Names active this year to continue underwriting next year. New rules will allow Names to borrow from the premium trust funds - which contain about £1bn - to pay part of their 1990 losses. In addition, many syndicate managers are calling for cash from their Names only when claims are paid, rather than when provisions against expected future claims are

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INTERNATIONAL COMPANIES AND FINANCE

Portuguese airline 'needs Es80bn to ensure survival'

By Peter Wise in Lisbon

TAP-AIR PORTUGAL, the state airline, needs a government capital injection of Es80bn-Es100bn (\$50bn-\$62bn) by the end of the year if it is to survive, Mr Fernando Santos Martins, the company's president, said yesterday.

TAP has an accumulated debt of some Es70bn, with operating losses of Es27.3bn in 1992 and a similar deficit forecast for 1993.

The state plans to sell off up to 49 per cent of the airline later this year. A government spokesman said the state was willing to inject Es100bn, provided that a restructuring plan was implemented before the

end of the year and that a pact was signed between management and unions to ensure labour peace.

TAP has been disrupted by recent strike action, and the unions yesterday threatened a series of 24-hour stoppages in July. Workers are fighting for wage increases and against plans to cut the workforce from 10,500 to 9,000 by the end of 1993.

None of TAP's routes is profitable, and it costs the company more than Es15bn annually to lease its 38 aircraft.

The company faced angry demonstrations from workers when it was unable to pay all of April's wages on time and was forced to take out a syndi-

cated bank loan of Es30bn to pay them. There have also been difficulties in meeting payments for aircraft leasing, fuel and catering services.

The airline, with annual operating costs of Es100bn, cancelled an order for four Airbus A340 aircraft as it was unable to meet the indemnity payments involved.

In April, Air Atlantic, a charter company in which TAP was the main shareholder, was closed down by TAP because of insupportable losses amounting to Es2.1bn. Two hundred workers lost their jobs and TAP was left with a monthly bill of Es300m for leasing the defunct company's four Boeing 737-300s.

German unit for building society

By David Waller in Frankfurt and John Gapper in London

BRADFORD & BINGLEY, the seventh-largest British building society, is seeking to become the first non-German institution to establish a German building society.

The society said yesterday that it planned to set up a Bausparkasse - the German equivalent - in Hamburg. It would be the first UK society to operate in Germany, although others have operations in France and Spain.

This is a significant development for the German home loans market, which has hitherto been served almost exclusively by domestic institutions.

with the exception of loans made through the branches of foreign-owned banks.

It is also the latest step towards continental European growth by societies. Halifax, the largest society, disclosed earlier this year that it had applied for a licence to take retail deposits for mortgage lending in Spain.

The German housing finance market is seen as attractive because there is an acute shortage of housing in western and eastern Germany. Homeowners are fewer as a percentage of the population than in other industrialised countries.

Other UK societies are thought to have investigated the possibility of establishing operations in Germany but

have been put off by the regulatory requirements.

Mr John Smith, Bradford & Bingley's finance director, said the plan was to set up a Bausparkasse with capital of DM10m (24m), the legal minimum. The aim was to take deposits as well as make loans within the German market.

Marketing for the subsidiary would be handled by a new company to be founded with German partners. This would sell life insurance policies, as well as loans to finance house building.

Mr Smith declined to give full details of the plans pending approval for the venture from the Bundesamt für das Kreditwesen, Germany's federal banking authority.

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Offer for Vard reduced to NKR1.1bn

By Karen Fossli in Oslo

VARD, the Norwegian cruise and ferry group, said yesterday that an offer for its ferry business had been lowered by NKR100m to NKR1.1bn (\$152m) and that it was seeking to retain a 20 per cent stake in the unit.

The reduction of the offer - made three months ago by Union Bank of Switzerland, on behalf of Mr Trygve Hegnar, a Vard board member, and a

group of investors - reflected an adjustment for the level of assets, an assessment of the outlook for 1993 and other factors, Vard said.

In Vard's 1992 accounts, the three ferries which make up the fleet of the Scandi and Larvik lines were booked, partly for tax purposes, at a value of NKR455m - a symbolic figure which does not reflect the value of the business as a going concern.

Vard is also less optimistic

about development of the ferry business. Last year, the addition of a new ferry increased capacity between Norway and Denmark, but volume this year has been below expectations.

The group is uncertain about when the disposal can be concluded. It is aiming for mid-August, although the sale would be retrospective from June 1. In addition to approval from the Norwegian authorities, any deal would have to be approved by Vard's creditors.

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In a Lexus, before the gearbox does anything, it lets the engine know. No wonder everything goes so smoothly.



As you pull away in a Lexus LS400, you'll notice how very smooth your progress is. You'll not notice any of the lurches or hesitations you'd find in other automatics. But how is this achieved? Lexus' designers pioneered ECTi which, in full, means Electronically Controlled Transmission with intelligence. The intelligent part is an advanced computer which informs the Lexus transmission of your speed, when to change gear and how much power to transfer to the road. A split-second before the transmission shifts, the computer sends a message to another processor in the engine. The 4.0 litre V8 then momentarily reduces power output, and as a result, the gear shift is virtually imperceptible.

With smoothness again in mind, Lexus engineers developed a revolutionary drivetrain designed to minimise vibration. It's in one straight line from the engine crankshaft through to the

two-piece driveshaft. Now that you're cruising along smoothly, feel how comfortable the seat is. Six independent motors inside the seat mean it can be adjusted to accommodate almost any physique. It can even remember your favourite driving position – and that of your spouse – at the touch of a button.

Now look around you. You'll notice the Californian walnut trim, and the softly illuminated instruments. Next, imagine you're driving past a farm yard. Take a breath. Not a thing, because you specified an odour extractor for the air conditioning. And listen. Peace and tranquillity. Because of Lexus engineers' fanatical resolve to eliminate noise, the LS400 is near-silent. (That is, until you turn on the Lexus' seven-speaker sound system.) Visit your nearest Lexus dealer and experience the LS400. We'd be delighted to let you know about the world's smoothest – and most original – luxury car.



LEXUS
THE LUXURY DIVISION OF TOYOTA

INTERNATIONAL COMPANIES AND FINANCE

Apple faces up to decline in PC profit margins

By Louise Kehoe in San Francisco

Mr Michael Spindler, newly-appointed chief executive of Apple Computer, faces the pressing problems of Apple's decline in personal computer profit margins. This may overshadow ambitious plans mapped out by his predecessor to expand into new business segments.

Apple is expected shortly to announce large job cuts following its announcement this month that second-half earnings would fall below year-ago levels. Apple officials declined to comment on reports of layoffs.

"We want to make Apple a larger part of the information industry," Mr Spindler said. This followed the announcement on Friday that Mr John Sculley, chairman and chief executive, would relinquish the chief

executive role to Mr Spindler, formerly president and chief operating officer at Apple. Mr Sculley will remain chairman.

Mr Spindler cautioned, however, that Apple could not afford to ignore problems in its core PC business. Macintosh PCs would remain Apple's largest business for some time, he said.

Apple's new business thrusts

include "enterprise computing" and a new range of pocket computers.

The company is also preparing for the transformation of its core Macintosh PC products to a new technology platform, based upon the Power PC microprocessor jointly developed with IBM.

Although Mr Sculley has been the chief strategist behind these plans, it will fall to Mr Spindler to execute them. "We have turned raw technologies into products, now we must turn

products into businesses," Mr Spindler says.

Apple's entry into the "enterprise computing" field began earlier this year, with the launch of its first "servers" - high power computers for use in corporate networks. Competing in a broad range of manufacturers, Apple has stressed ease-of-use over performance to define its niche.

It is also about to introduce the long-awaited Newton personal digital assistant, pocket-sized computers that help individuals to organise daily activities and send messages. For the past year, Mr Sculley has eagerly promoted the concept of the new product upon which Apple has placed great emphasis for its growth.

He has positioned Newton technology as a breakthrough in the convergence of computer and telecommunications technology with publishing

and entertainment, forecasting a multi-billion dollar market for such products.

Mr Spindler's challenge will be to turn Mr Sculley's visions into business reality. The situation is reminiscent of the circumstances that faced Mr Sculley when he joined Apple 10 years ago. Apple was then gearing up for the launch of Macintosh, a radically new type of PC championed by Mr Steve Jobs, Apple co-founder.

In his early days at Apple, Mr Sculley, formerly president of Pepsi-Cola, was seen as the hard-headed businessman who could bring a measure of discipline to Apple.

Over recent years, however, Mr Sculley has become known as a technology "visionary" while Mr Spindler has been given increasing responsibility for the day-to-day running of the company.

As chairman of Apple, Mr Sculley plans to continue looking for new business opportunities. The company, for example, is exploring the potential of interactive television.

Apple has been seeking out partnerships, but "those kind of alliances take an awful lot of time and they have to be negotiated at a very high level," Mr Sculley says. "It is too much for one person. I'm getting tired of getting up at three or four in the morning and working seven days a week."

I proposed to the board that we separate the office of chairman from that of chief executive. The CEO should be the individual who runs the whole company," he said. "The chairman could be the person who makes the high level contacts and works on these emerging opportunities."

Hewlett-Packard reaps the reward of Risc

The computer company's new chief executive finds no room for complacency, writes Alan Cane

HEWLETT-Packard, in common with other companies, is adjusting to a new chief executive. But, unlike IBM and Digital Equipment, Mr Lewis Platt, who replaced Mr John Young as head of the California-based company last July, took over a well-tuned machine in no immediate need of running repairs.

Revenues, profits and orders at Hewlett-Packard are buoyant, in marked contrast with many of its competitors who are struggling with weak sales and heavy overheads. Mr Platt, aged 51 and with the company for 26 years, sees no cause for complacency. "A company has continually to reinvent itself. The difficult part is making changes while you are doing well. You have got to start before the downhill trends are obvious."

When Mr Young was appointed chief executive in 1978, revenues were \$1.5bn, mostly derived from test and measurement equipment and hand-held calculators. This year, sales are likely to top \$16bn, placing it among the world's top three information technology suppliers. Its chief strength is now in computers and desk-top printers. It benefited greatly from a relationship with Canon of Japan in laser printers, but exploited its

own technology in taking the lead in ink-jet machines.

The computer sector remains a difficult market, however, and investors are nervous.

A report of Mr Platt's remarks to analysts in Frankfort last week caused havoc when it seemed he was warning of slowing sales and order growth in the second half of the year. The shares fell \$7.50 to \$79.50, and 160 analysts called HP's headquarters to check the accuracy of the report.

In fact, Mr Platt explained, he had made no prediction of sales growth: he had simply warned that growth in new orders was unlikely to reach the 26 per cent seen in the first half. "I do not want to come in with an 18 or 20 per cent order growth rate - which I think would be spectacular in this environment - and have the analysts say 'Oh God, they're not at 25 any more'." Late last week, the shares settled at \$81.

HP's trading performance over the past few years has been impressive at a time when IBM, Digital Equipment and the leading Japanese computer manufacturers have been making losses. Last month, the company reported a net income of \$608m for the first half of the year, compared with \$393m in the same period the year before.

Mr Platt said order growth had been strong across all product lines and all geographies. "Europe was exceptionally strong, the US was good, and the Far East was good and in Japan where we have been struggling, growth was in double digits."

"It was logical to assume the same low margins would eventually be obtained in the rest of the business. Now in personal computers gross margins are probably 20 per cent, compared with the 60 per cent HP had been used to.

"We learned the lesson the whole computer business is going thorough and we learned



Lewis Platt: hitting the mark with the right products

"We were lucky to have been successful in laser printers," he said. "It is a business characterised by low margins and needs a radically different cost structure. So we started to work on our cost structures some years ago."

"It was logical to assume the same low margins would eventually be obtained in the rest of the business. Now in personal computers gross margins are probably 20 per cent, compared with the 60 per cent HP had been used to."

"We learned the lesson the whole computer business is going thorough and we learned

it just that little bit ahead of everybody else".

He also drew attention to HP's product portfolio, ranging from palmtop personal computers to medical diagnostic equipment: "We have been good at hitting the mark with the right products."

HP, in fact, is harvesting the benefits of a bold decision in the mid-1980s to revamp its entire computer line to take advantage of a powerful but unfamiliar technology - reduced instruction set computing (Risc).

Invented by IBM, Risc computers get their speed and power from a combination of complex software and simple hardware. It was a troubled start for HP. "We were not in vogue at all then," Mr Platt says dryly.

Today, all the leading computer manufacturers are turning to Risc and to open, or industry standard, systems. HP's version of Risc, Precision Architecture, is well-established and the basis of its healthy computer business. It is a key to client server computing, a significant trend today.

HP's move to Risc is an example of the way the company reinvents itself. Another is the reinvention of its test and measurement operations.

HP started in test and measurement; the division is 53 years old. Three years ago, however, profits slipped as spending in aerospace and defence declined and customers turned to computer workstations rather than dedicated instruments.

He has three objectives for 1993 and beyond. The first is aggressive restructuring to improve profitability. The second he describes as "order fulfilment" by which he means tackling customer dissatisfaction - the company has the reputation, for example, of being difficult to deal with.

The third is to reinforce HP's culture with its emphasis on enlightened management.

When will he initiate HP's next round of re-invention? "What we are doing today is going to work for several more years," he says. "Open systems, the Unix operating system, client-server computing - we are in the early days of these trends."

US court upholds cigarette decision

By Nikki Tait in New York

plain black and white packing, and was successfully wooing smokers from other brands.

B&W retaliated with its own generic brand, and offered wholesalers bigger volume-based rebates than its smaller competitor.

Brooke sued, and in 1990 a jury in North Carolina awarded Brooke just under \$50m. Damages, in US antitrust cases, are automatically tripled. However, a federal appeal court in Richmond, Virginia, sided with B&W, and the Supreme Court, by a six-to-three vote, has affirmed that ruling.

B&W said yesterday it was "very pleased" with the Supreme Court ruling, and was "delighted to finally have this lengthy case concluded". The suit was first filed by Liggett & Brooke in 1984.

Sara Lee buys stake in Italian knitwear company

By Nikki Tait

around 800 people at three plants in the Piedmonte region.

Sara Lee, although probably best-known for its cakes and bakery products, has a large hosiery and knitwear products division.

It sells under the Hanes brand name in the US, for example, the Dim's name in France, and has been expanding its presence in southern Europe.

COMPANY NEWS IN BRIEF

• PRINCE Alwaleed Bin Talal of Saudi Arabia sold 3.45m shares of Citicorp, the US banking group, on June 18 for \$85.5m, or \$27.62 a share, AP-DJ reports from Washington.

In a filing with the Securities and Exchange Commission, he said the Citicorp shares were sold in a block transaction.

The prince still holds a 9.99 per cent stake with outright ownership of 4.24m common shares and beneficial ownership of 36.87m upon conversion of preferred stock he holds.

Customers will be able to redeem air miles on BA, USAir, American Airlines and Alaska Airlines flights.

Synthelabo

The Ordinary and Extraordinary General Meeting, chaired by Mr Hervé Guérin, Chairman and Chief Executive, took place on Wednesday 16 June, 1993.

The shareholders approved the 1992 financial statements. Consolidated sales amounted to 6.3 billion French francs, an 8% increase over last year on a comparable basis, i.e. after adjusting for currency fluctuations and changes in Group structure.

Consolidated net profit, excluding capital gains and losses net of tax, increased from 206 million French francs to 473 million French francs in 1992. The Group share in this profit amounted to 456 million French francs compared with 184 million French francs. Net earnings per share amounted to 47.2 French francs, compared with 40.5 French francs, a 16.5% increase.

The shareholders decided to pay a dividend of 14.50 French francs per share (compared with 13 French francs in 1991) corresponding to a total income of 21.75 French francs, taking into account the related tax credit. The dividend will be paid from June 25, 1993.

The shareholders also decided on a five-for-one share split.

The growth in sales of new products, the Group's reinforced presence in Great Britain, and the consolidation of Laboratories Pharmaceutiques Goupil and the Belgian company, Couver Pharma, both active in the OTC market, should enable Synthelabo to achieve turnover exceeding 7 billion French francs in 1993.

Synthelabo's annual report can be obtained from "Direction de l'Information Financière et des relations avec les investisseurs", B.P. 72 - 22 avenue Gaillée, 92352 Le Plessis Robinson Cedex, France.

NOTICE OF PAYMENT

to Holders of

OLYMPIA & YORK EUROCREDITCO LIMITED

11 1/2% Debentures Due November 1992

NOTICE is hereby given that on June 30, 1993 a partial payment of Cdn \$401.94 for each Cdn \$1,000 principal amount of Olympia & York Eurocreditco Limited 11 1/2% Debentures due November 2, 1992 (the "Debentures") will be payable to holders from The Royal Trust Company, trustee under the Trust Deed dated as of October 29, 1987 pursuant to which the Debentures were issued. Holders may obtain partial payment on due date by presenting the original Debenture certificate to any of the following paying agents:

Bank of Montreal

London Office

11 Wall Street, 2nd Floor

London EC3N 8ED

England

Bankers Trust Luxembourg S.A.

14 Boulevard H D Roosevelt

L-2490 Luxembourg

Credit Suisse

8 Paradeplatz

8021 Zurich

Switzerland

Kredietbank N.V.

7 Rue d'Amberg

1000 Brussels

Belgium

Bank of Montreal

Main Office

First Canadian Place

Toronto, Ontario

MX 1A1

Debentures presented for payment will be marked to show the partial payment and returned to the holder. No interest or other income on or in respect of the payment amount will accrue to holders presenting Debentures after June 30, 1993.

Persons having an interest in Debentures maintained in the Euro-clear or Cedel clearing systems need not present such Debentures for payment, as arrangements have been made for the payments in respect of such Debentures held as of June 25, 1993 to be made through the clearing systems.

Any inquiries concerning the payments may be directed to the principal paying agent, Bank of Montreal, London Office, Ancienne, Fiscal Agencies, (telephone 447-236-1010).

THE ROYAL TRUST COMPANY

As Trustee

DATED this 22nd day of June, 1993.

SICOVAM

At the close of the Annual Meeting of Stockholders on 17 June 1993, the Board of Directors unanimously elected Jean-François THEODORE Chairman of SICOVAM.

On Mr. THEODORE's recommendation, the Board of Directors named André SERRE Honorary Chairman as a tribute to his personal work and in recognition of his distinguished service to the Paris financial market.

Alain MONOD-BROCA was reconfirmed as General Manager, a position he has held since 1991.

As planned, Mr. THEODORE will be Chairman of both SICOVAM and Société des Bourses Françaises in a joint capacity.

This appointment will serve to enhance the long-standing cooperation between the two financial market organizations, a recent example of which is the Relit project, on which each company respected the other's roles and responsibilities. This alliance will promote the growth of the Paris financial market and encourage the spread of its influence worldwide.

MICROTEK INTERNATIONAL INC.

(Incorporated in the Republic of China with limited liability)

Notice to the holders of the outstanding

Microtek International Inc.

(the "Company")

US\$29,000,000

3.5 per cent. Bonds due 2001 (the "Bonds")

NOTICE IS HEREBY GIVEN to the holders of the Bonds that the

Board of Directors of the Company by a resolution dated June 16, 1993, authorized the issue of 15,695,900 shares of the Company's

Common Stock for free distribution to shareholders as a dividend,

and employees as a bonus. The Board of Directors has fixed July 5,

1993 as the record date for the determination of the shareholders and

upholds
decision
TUESDAY JUNE 22 1993

FINANCIAL TIMES TUESDAY JUNE 22 1993

INTERNATIONAL COMPANIES AND FINANCE

Two leading Japanese groups consider tie-up

By Emiko Terazono in Tokyo

THE SAISON Group and the Seibu Railway Group, two of Japan's largest conglomerates, are considering a business tie-up ranging from satellite television to credit cards.

The negotiations also come

as Saison's flagship company

Seibu Department Stores is hit

by the sharp fall in consumer

confidence, especially in top-of-

the-range items.

The retailer recently started a restructuring programme,

including the demotion of all

board members. Seibu Department

which is not stock market

listed, is understood to have

posted a pre-tax loss for

the year to last February.

Saison is led by Mr Seiji

Tsutsumi, while his half-

brother, Mr Yoshiaki Tsut-

sumi, who regularly features in lists of the world's richest men, heads Seibu Railway Group, the railways and leisure empire.

The business tie-up is seen as a reconciliation between the two men, who for years have been portrayed in the Japanese press as bitter rivals.

The two groups are looking to establish a new satellite television channel, using a new BS-4 satellite, where Seibu Railway, which holds a pro-baseball team, will supply sports software, while Saison will provide entertainment and arts information.

Seibu Railway and Saison are looking to combine each others' credit card business. Saison's credit card currently has some 10m holders, while Seibu Railway has a credit

card network for its hotels. The groups may consider integrating their hotel businesses. The Seibu Railway Group owns Japan's largest hotel network, while Saison bought a stake in International Hotels in 1988.

• Seibu Department Stores plans to reorganise operations. The move highlights the severe problems Japanese retailers are facing as the current economic downturn is affecting consumer spending.

Seibu, the core operation of the Saison group, which includes Seiyu, the supermarket chain, currently has debts of around Y320bn (\$2.93bn). It said it was considering postponing future openings of new outlets and reorganising its affiliates.

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problems Japanese retailers

are facing as the current

economic downturn is affecting

consumer spending.

Seibu, the core operation of

the Saison group, which

includes Seiyu, the supermarket

chain, currently has debts of

around Y320bn (\$2.93bn).

It said it was considering

postponing future openings of

new outlets and reorganising

its affiliates.

• Seibu Railway and Saison

are looking to combine each

others' credit card business.

Saison's credit card currently

has some 10m holders, while

Seibu Railway has a credit

card network for its hotels.

The groups may consider

integrating their hotel

businesses. The Seibu Railway

Group owns Japan's largest

hotel network, while Saison

bought a stake in International

Hotels in 1988.

• Seibu Department Stores

plans to reorganise operations.

The move highlights the severe</p

INTERNATIONAL CAPITAL MARKETS

French rate cut prompts concern over Germany

By Peter John in London and Patrick Haverson in New York

A SURPRISE cut in French short-term interest rates yesterday set the European government bond market alight as economists became increasingly concerned for Germany's position as Europe's currency anchor.

Analysts said the French repu on Friday had not signalled a quarter-point cut in the key intervention rate and it was only yesterday morning that the market began to sense the possibility of an easing.

GOVERNMENT BONDS

Nevertheless, government bond investors took the cut well and after a brief bout of profit-taking, the September futures contract on the Matif rallied to close 0.26 points higher at 118.36.

In the cash market, the 10-year French OAT-German bund yield spread narrowed still further. The spread moved from 15 basis points at the end of last week to only 10 basis points at the close of trading yesterday, with some economists predicting parity within the next few months.

The crossover of French and German rates has now moved sharply along the yield curve, with French five-year rates conclusively below their Ger-

man equivalent and seven year rates hitting parity.

■ GERMAN government paper suffered from growing currency worries and disappointing money supply figures.

Bund futures for September fell 22 basis points at one stage as the Bundesbank reported that M3 money supply growth had grown at a seasonally adjusted annualised rate of 6.7 per cent in May, the top end of the target range.

Bunds were also under pressure from the continued strength of the dollar against the D-Mark, which is seen as undermining the Bundesbank's desire to ease monetary policy.

September futures rallied to close 8 basis points lower at 95.27.

■ IN THE UK, gilts were helped by the French cut and the overspill from last week's encouraging financial data.

Government bond futures jumped from 105.23 to 106.06, consolidating last week's surge that followed news of inflation hitting a 33-year low.

Short-dated bonds were slightly firmer, but a rise in short sterling was principally attributed to a bounce following aggressive selling at the end of last week. Sunday newspaper comments that Mr Kenneth Clarke, the new Chancellor of the exchequer, was poised to announce a half-point

FT FIXED INTEREST INDICES									
	June 21	June 18	June 17	June 16	June 15	Year ago	High	Low	
Govt/Sect (UK)	95.47	95.03	95.95	95.62	95.54	95.75	95.04	95.28	
Fixed Interest	113.40	113.03	112.47	112.04	111.80	104.35	113.83	108.67	
Basis 100: Government Securities 15/10/93: Fixed Interest 1928									
* For 1993, Government Securities 15/10/93: Fixed Interest 1928, Nov 50.53 (9/17/93)									
Fixed Interest high excls competition 112.85 (9/17/93), Nov 50.53 (9/17/93)									
Indices* 1974									
June 19 June 17 June 16 June 15 June 14									
Gilt Average Yields	105.3	102.1	100.0	114.3	84.7				
5-day Average	107.4	96.3	92.7	97.5	84.7				
5-day activity indices released 1974									

cut in interest rates ahead of the Christchurch by-election were discounted. "Most of the Christchurch electorate are holders of net assets - an interest cut would not be very tactical," said one economist.

September futures rallied to close 8 basis points lower at 95.27.

■ PORTUGUESE government bonds rose sharply after a 25 basis point cut in the Bank of Portugal's key money rates sparked interest rate rises across the board.

The reduction was a further signal of the ability of European central banks to cut rates independently of those in Germany. The intervention rate easing sparked a fall in money rates across the board. Overnight money eased to 12 per cent from 12.25 per cent on Friday and all Libor interbank rates slipped below 13 per cent.

■ FUTURES-led buying lifted longer-dated US Treasuries yesterday as the short end of the market readied itself for a big infusion of fresh supply.

By midday, the benchmark 30-year government bond was up 1% at 104.14, yielding 6.773 per cent. At the short end of the market, the two-year note was slightly easier, down 1% at 99.5, to yield 4.141 per cent.

Most of the activity was confined to technical trading by dealer accounts, with long prices rising mid-morning after the September Treasury bond contact rose through a key resistance level. Remarks from a senior Federal Reserve governor that he was encouraged by the recent inflation data may also have given longer-dated securities a boost.

Retail investors, meanwhile, were mostly absent from today's sale of \$16bn in two-year notes, and tomorrow's sale of \$16bn in five-year notes.

■ THE "Balladur Bond", the French government's new FFr40bn four-year bond issue, is to be launched this Friday, raising funds for the country's

BENCHMARK GOVERNMENT BONDS

	Red	Coupons	Price	Change	Yield	Week	Month
AUSTRALIA	8.500	0/0/93	113.229	+0.237	7.50	7.68	7.70
BELGIUM	9.000	0/0/93	112.470	+0.160	7.18	7.24	7.40
CANADA	7.250	0/0/93	95.190	+0.250	7.27	7.47	7.62
DENMARK	8.000	0/0/93	107.150	+0.255	6.27	6.51	6.94
FRANCE	8.000	0/0/93	107.945	+0.255	6.57	7.13	7.52
GERMANY	8.75	0/0/93	112.500	+0.300	6.88	6.94	7.18
ITALY	11.500	0/0/93	103.315	+0.020	6.70	6.75	6.91
JAPAN	8.000	0/0/93	102.765	+0.150	11.50	11.54	12.25
No 145	5.500	0/0/93	103.495	+0.200	4.43	4.43	4.72
METHERLANDS	7.000	0/0/93	93.921	+0.222	10.30	10.70	11.22
SPAIN	10.200	0/0/93	101.31	+0.182	7.00	7.04	7.11
UK GILTS	7.250	0/0/93	101.31	+0.202	6.13	6.30	6.50
US	8.000	0/0/93	109.000	+0.168	6.80	6.80	7.03
US TREASURY	6.250	0/0/93	102.15	+1.252	5.51	5.55	6.16
	7.125	0/0/93	102.04	+0.262	5.80	5.80	6.03
ECU (French Govt)	8.000	0/0/93	105.670	+0.300	7.14	7.31	7.48

Yield to latest market observation
London closing, denotes New York morning session
* Gross yield, includes purchase tax at 12.5 per cent payable by non-residents
** French Data ATLAS Price Survey

Dutch Treasury bond trading system launched

By Ronald van de Krol

in Amsterdam

the UK securities subsidiary of Dutch bank ABN Amro.

The Amsterdam stock exchange said it expected that within the next two weeks four more foreign banks and brokers would take out a special membership, costing €40,000, which was needed to give them access to ATM.

Under Amsterdam's new bond trading rules, transactions below €1.5m will remain the preserve of the central trading system, in which orders must be channelled and executed through one of two "hoekman" (or market specialist) firms in the field of Dutch government bonds, Bondgeest & Springer and Van Hees.

Under ATM, by contrast, a joint venture between these two "hoekman" firms, Bondgeest & Van Hees, will run an order book in the form of a non-interactive screen and also act as interdealer broker, if required.

Participants can close deals either by using the inter-dealer broker or by direct trading between institutions.

Morocco may return with sovereign issue

MR MOHAMED Berrada, the finance minister of Morocco, said the country was likely to re-enter global capital markets shortly with a sovereign bond issue, Reuters reports.

The minister's visit to New York has helped prompt a three-point rally in the price of Moroccan debt in the secondary market, dealers said.

It is currently trading at 66.3/8 per cent of face value, a discount that Mr Berrada said was not justified because the country had always serviced its debt. "If you want to make very big money very quickly, you buy Moroccan debt," he said.

The government is currently considering the possibility of allowing the use of discounted Moroccan foreign loans in debt-for-equity swaps in the tourism and agro-export sectors, said Mr Berrada.

LONDON RECENT ISSUES

MARKET STATISTICS

NEW INTERNATIONAL BOND ISSUES

MARKET STATISTICS

LONDON RECENT ISSUES

COMPANY NEWS: UK

New businesses contribute £1.16m to operating profits of £5.95m Acquisitions help JLI leap 64%

By Catherine Milton

THREE acquisitions helped JLI Group, the dried fruits, nuts and pickle ingredients processor, lift pre-tax profits by 64 per cent, from £3.7m to £5.2m, in the year to March 31.

The group bought food processors TG Smith (Fine Foods) for £200,000 in April and Cadec in June for £200,000, as well as packer and distributor Brooksparks for £2.5m in September.

Two rights issues in as many years, which raised £20.7m net, funded the acquisitions. Gear-

ing fell from about 33 per cent to 14 per cent and interest pay-

ments to £734,000 (£940,000).

The new businesses contributed £1.16m to operating profits of £5.95m (£4.11m) and £20.4m to turnover of £104.7m (£84.3m). Operating margins climbed for the sixth successive year, reaching 5.7 per cent (4.9 per cent).

Earnings per share rose to 9.3p (8.4p, adjusted for the rights issues). The final dividend is 3.1p giving a total of 4.65p (4.5p).

Mr Yoav Gottesman, chief

executive, said: "Our declared strategy is to improve the quality of our business and earnings through the development of higher margin, value added activities in food processing and distribution." He said the company was aiming to grow organically and through acquisition.

Devaluation of sterling will have an effect as the increase in relative raw material prices coincided with the competitive squeeze on retail prices.

The group said following the acquisitions its snacks division

had 20 per cent of the UK nut market. The snacks businesses were now integrated under the renamed Tee Gee Snacks with a newly appointed managing director, Mr Peter Clees.

In the ingredients division, Jack L Israel (Norfolk) and Langwarrin, both food processors, had a "disappointing year" with selling prices depressed by low fresh produce prices.

However, Jack L Israel's distribution business benefited well and the division benefited from acquisition.

Kingfisher expands Charlie Browns

By John Griffiths

KINGFISHER, the retailing group, is expanding its Charlie Browns motor parts and fast-fit superstore chain by buying 18 similar outlets from the Unipart Group. The purchase, for about £3m, will increase the Charlie Browns network to 79 outlets.

The Unipart outlets are concentrated in the Midlands and Wales whereas the existing Charlie Browns network is mainly in the north of England.

Unipart, which defied the recession last year to increase pre-tax profits by 29 per

cent to a record £19.1m, is quitting the aftermarket superstores sector, partly in order to concentrate on its manufacturing activities.

It has acquired component supply contracts with Toyota and Honda, as well as with Rover Group, its former owner. It regards the UK's expanding car manufacturing industry as more attractive than the fiercely-competitive, and still heavily depressed, aftermarket sector.

However, both Charlie Browns and the Unipart outlets were said by their respective owners yesterday to be operating

profitably.

Unipart confirmed yesterday that it is continuing to negotiate the possible purchase of Multipart, the parts distribution operation for Leyland trucks, based in Chorley, Lancashire. Whereas both the truck and van making arms of Leyland DAF have been sold by the receivers to management buy-out teams, Multipart remains in receivership.

Unipart is competing for the profitable Chorley operations against a management buy-out team, but denies reports that bids of up to £100m might be in prospect.

Danka takes first step into Europe with £9m buy

By Peggy Hollinger

DANKA Business Systems, the acquisitive US-based office equipment supplier quoted in London, yesterday announced its first move into Europe with the £9m purchase of a private UK copier company.

Mr Dan Doyle, chief executive, said the purchase of Saint Group marked the beginning of an acquisition campaign in the UK.

"Now is the right time to unfold our strategy of seizing fragmented markets," he said. "I believe the opportunities in the UK are very exciting."

Although Mr Doyle said in May that Danka would fund purchases through cash flow and recently increased banking facilities, the latest acquisition will be paid for with the issue of 1.1m shares and cash of £498,000.

Johnson Matthey chief takes 32% pay increase

By Kenneth Gooding, Mining Correspondent

THE PAY of Mr David Davies, executive chairman of Johnson Matthey, the advanced materials technology company, rose 32 per cent last financial year, from £184,016 to £242,980.

This followed a 25.5 per cent pay rise for 1990-91.

According to the annual report, Mr Davies's pay last year included performance-related bonus for the first time - of £22,334.

It said bonuses were determined by the management development and remuneration committee "for the achievement of budgeted profit targets and personal objectives which are set at the beginning of the financial year."

Bonuses are disclosed in the year in which they are paid

rather than the one in which they are earned.

Mr Davies's basic pay rose by 9 per cent to £200,446 last year compared with a 9.8 per cent increase to £73.8m in the group's pre-tax revenue. Payments to shareholders were lifted by 6.7 per cent to 10.3p.

Since Mr Davies became chairman in January 1991, JM has virtually completed a rationalisation programme which, among other things, has seen its workforce fall from 7,358 to 6,142. This boosted profit per employee from £5,800 in 1989-90 to £11,800.

In his annual statement sent to shareholders yesterday, Mr Davies estimated that without the rationalisation JM's costs in 1992-93 would have been higher by £25m.

Allen hit by construction decline as profits fall

By Peter Pearce

PRE-TAX profits at Allen were halved from £1.21m to £1.51m in the year to March 25 as the construction industry continued to decline, undermined by high interest rates in the first half and "political and economic uncertainty" in the second. Turnover fell to £52.2m, against £58.5m.

While announcing the results, Mr Donald Greenhalgh, chairman and managing director of the group, which has interests in housebuilding, contracting, hire services and property development and investment, inveighed against pay rises for directors even when their companies have fallen into losses, long service contracts and share options.

At the same time, Allen's six board directors shared £417,000 for basic salaries, benefits in kind, and pension contributions, against £456,000 previously. Some £440,000 is expected for this year. Further, main board directors received no performance-related bonuses (last time £135,000 was paid), though Mr Greenhalgh said directors and staff of particular companies were rewarded for meeting pre-set targets.

Margins in the housebuilding and hire services sides were hit as operating profits declined 27 per cent to £1.47m and 46 per cent to £410,000 respectively. Their turnovers were more or less static at £15.9m and £7.8m respectively. Completed houses rose by 9 to 10.3p.

Mr Ken Fox, deputy managing director, said that Allen had now left the speculative development market, but that property investment was "a steady earner".

Divisional profits tumbled to £42,000 (£150,000) on turnover of £437,000 (£1.6m). Contracting made £780,000 (£1.5m) on turnover down at £23.5m (£32.9m). After a one-off 25.5 per cent tax charge, earnings per share only declined to 5.05p (9.69p), allowing the maintained total dividend of 5p to be covered. The final is a proposed 3.35p.

Cost cutting bears fruit as Renold returns to black

By Paul Taylor

COST CUTTING and productivity gains helped Renold, the chain and gear maker, return to profit last year, even though trading conditions remained difficult in its important western European markets.

The group reported pre-tax profits of £1.2m in the year to April 3, compared to a loss of £3m, on turnover increased by 3.5 per cent to £125.1m (£121.5m).

The £4.2m turnaround reflected gains in efficiency and margins rather than any overall increase in volume. The results came after charging £1.4m for redundancy costs, against £1.6m last year.

Following a lengthy period of reorganisation, the group's chain operations had settled

down and were beginning to deliver "steadily improving results."

Productivity at the Bredbury chain factory had increased markedly, the French business returned to profit, benefiting from growth in automotive chain volumes and greater manufacturing efficiency and, despite lower domestic orders, German results also improved.

In the Miltow gears operation profitability was affected by weak demand and intense competition for standard gearboxes, while the couplings business at Cardin produced "an excellent performance."

The UK operations, where significant cost reductions were made the previous year, returned to profit, and by the final quarter the devaluation of sterling began to benefit profit margins on products exported

from the UK.

Mr Peter Frost, chairman, said trading conditions had strengthened in some of the group's worldwide markets, particularly Australia and New Zealand, but prospects in western Europe remained uncertain.

He added that the full effect of the devaluation of sterling would benefit the current year, "as will actions which have been taken, and continue to be taken, to strengthen the business."

Interest charges increased to £1.9m (£1.5m) whilst net borrowings at the year-end declined slightly to £13.1 (£12.8m) and gearing fell by 2 percentage points to 23 per cent.

Earnings per share were 8.9p (losses 5.6p). The dividend is unchanged at 1p.

Placing gives Enviromed £15.8m tag

By Richard Gourley

ENVIROMED, a biotechnology and healthcare group, is plotting a tag sale later this month via a placing that will value the company at £15.8m.

The group designs and develops day care surgeries and makes and installs hospital operating theatres as well as applying biotechnology to monitor the environment.

Its environmental sensor products are marketed and distributed through a subsidiary

of Halma, the safety and environmental control group.

Enviromed also tests the interaction between chemical products and the environment. It expects to make a profit of about £500,000 on sales of £5m in the year to September 30.

Société Générale is placing 3.73m shares at 110p. About 3.1m of the 14.4m shares that will be in issue, are being placed on behalf of the company. This will raise £2.96m after expenses which will be

Brooke Tool cuts losses to £397,000

Pre-tax losses at Brooke Tool Engineering (Holdings) were cut from £1.57m to £397,000 in the six months to the end of March. Turnover fell to £7.22m, against £9.66m which included £1.82m from discontinued activities.

Mr Bernard Friend, chairman, said that the cutting tool companies, which had been a problem area, had improved profitability and seen strengthened order books.

The interest charge was cut from £406,000 to £257,000. Losses per share were 1.1p (3.5p).

This announcement appears as a matter of record only.

New Issue May 1993

U.S. \$350,000,000

LASMO (USA) Inc.

U.S. \$200,000,000 7%
Guaranteed Notes Due June 1, 2003

U.S. \$150,000,000 8 1/2%
Guaranteed Notes Due June 1, 2023

Payment of the principal of and interest on the Notes is guaranteed by

LASMO

LASMO plc

Merrill Lynch & Co.

Goldman, Sachs & Co.

Morgan Stanley & Co.
Incorporated

This announcement appears as a matter of record only.

New Issue June 1993

U.S. \$250,000,000

LASMO

LASMO plc

10,000,000 American Depository Shares,
Series A

Representing
10,000,000 Cumulative Dollar Preference Shares,
Series A

Merrill Lynch & Co.

Kidder, Peabody & Co.
Incorporated

Lehman Brothers

PaineWebber Incorporated

Prudential Securities Incorporated

COMPANY NEWS: UK

Falling demand behind British Steel deficit

By Andrew Baxter

BRITISH STEEL yesterday reported its worst annual figures since privatisation in 1988 with a pre-tax loss of £149m for the year ended April 3. The final dividend is cut from 1.5p to 1p.

The loss, in line with market expectations, compared to a deficit of £55m a year earlier, and reflected continuing difficult trading conditions.

Mr Brian Moffat, chairman and chief executive, said: "Falling demand both in the European Community and elsewhere and excess production capacity resulted in significant price reductions across most product areas."

Turnover fell from £4.6bn to £4.3bn, and a trading loss of £113m (£19m) was incurred.

The latest pre-tax loss was struck after the company's share of associates' losses of £19m against £16m profits last time - and net interest.

The attributable deficit was £130m (£24m) and losses per share widened from 1.7p to 6.5p.

UK demand for British Steel's main finished products

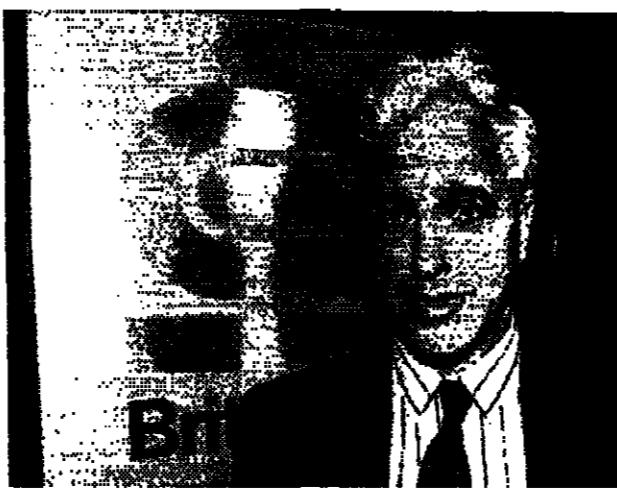
fell 4 per cent to 8.2m tonnes. Total sales volume slipped from 12.2m tonnes to 11.8m, reflecting an 8 per cent fall in UK deliveries and a 4 per cent rise in export volume.

Explaining the dividend decision, Mr Moffat said the board had decided in November not to pay an interim dividend, but indicated that in the absence of unforeseen circumstances a final of 1p would be paid.

Subsequently, said Mr Moffat, steel prices throughout Europe fell even further, but this had recently started to be reversed. "Prices for steel products are beginning to move towards more realistic levels, although they still remain some 10-25 per cent below mid-1992."

Mr Moffat said that, overall, short-term prospects had improved but the situation remained "fragile." Sustained recovery was heavily dependent on the proposed restructuring of the European steel industry, and particularly on effective controls by the EC on the continued availability of state aid for some producers.

With these issues still to be resolved, the recommended 1p



Brian Moffat: price reductions across most product areas

final compares with the previous year's total of 4.5p.

However, Mr Moffat warned that the reinstatement of dividend payments to more normal levels would require "a sustained recovery in the profitability of the company as well as the continued maintenance of a sound financial position."

Looking ahead, British Steel said economic activity in continental Europe, particularly Germany, had declined in the past year and many countries were now in recession. Recovery in the UK appeared to be under way, but was likely to be slow, and the advantages of devaluation would be restricted by the weak state of most export markets.

But construction output was expected to decline further this year. Overall UK steel consumption is expected to lag behind a general recovery in the UK economy.

In the UK, steel-using sectors were likely to recover at different rates. Output in the automotive sector was expected to recover due to a combination of growing demand and the export potential of new UK producers.

British Steel's capital expenditure dropped from £250m in 1991/92 to £197m, and numbers employed at year-end fell from 49,500 to 42,100. However, some 3,300 of this reduction was accounted for by the creation of Avesta Sheffield, the Anglo-Swedish stainless steel producer into which British Steel Stainless was merged last November.

Alexon requests suspension of shares

By Angus Foster

SHARES IN Alexon Group, the women's wear retailer, were suspended at the company's request yesterday morning following press speculation about its refinancing plans, first announced last month.

The shares were suspended at 78p, compared to the peak of 44p following the 1991 demerger

from Claremont Garments (Holdings), the Marks and Spencer supplier.

The group, which has seen bad news mount since the beginning of last year, said "negotiations for the raising of new equity capital and for new bank facilities are nearing completion".

In April the chairman and two chief operating officers

were removed following pressure from institutions. Alexon's largest institutions are thought to have refused to back a rights issue, needed to reduce borrowings of more than £20m, without the board changes.

Alexon is later this week expected to restate its results for the 53 weeks to January 30. As previously reported, it

incurred a pre-tax loss of £96.6m.

The company sought a suspension because it could be several days before the audited results and details of the new funding requirements are ready. In consultation with the Stock Exchange, it was decided uncertainty ahead of the announcement.

Carlton has been looking at the potential of television investments in Singapore and mainland China.

Carlton plans move into Asian television

By Raymond Snoddy

CARLTON Communications, the broadcasting and television services group is planning an expansion into the Asian television market.

Mr Nigel Walmsley, managing director of Carlton Television, the weekday ITV company for the London region, has recently returned from exploratory talks with leading broadcasters in the region.

The company, already well known to

Asian broadcasters through Quantel, its broadcasting equipment division, is now keen to explore everything from equity stakes in Asian broadcasters to joint ventures on new channels.

Mr Walmsley had talks in Hong Kong with Star TV, the Asian satellite venture which claims more than 45m viewers in 38 countries and with the Hong Kong domestic TVB and Asia TV.

Earlier this month, Mr Rupert Murdoch's News Corporation signalled its

intention to become a significant force in the region with an agreement to pay HK\$1.85m (£161m) for a 22 per cent stake in TVB.

Star has been talking to a number of potential investors while making it clear that it is mainly interested in joint ventures on the programming side rather than equity investments in the holding company.

Carlton has been looking at the potential of television investments in Singapore and mainland China.

All the
properties for
success

FINANCIAL HIGHLIGHTS		
£'000	1993	1992
RENTAL INCOME	83,836	70,691
as restated		
PROFIT BEFORE TAXATION	34,043	20,294
PROFIT AFTER TAXATION	27,064	10,624
TOTAL DIVIDEND PER SHARE	10.0p	10.0p

"I am confident that we are well equipped to face today's challenges offering, as we do, a blend of quality properties, financial security and skilled management."

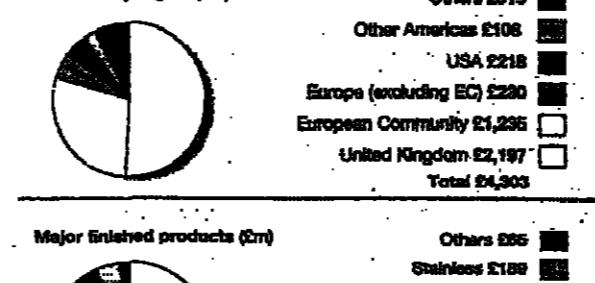
Richard Puskin, Chairman

**GREAT
PORTLAND
ESTATES**

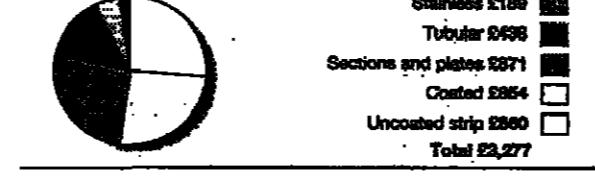
For a full copy of the 1993 Report and Accounts, write to the Secretary, Knighton House, 50 Mortimer Street, London W1N 8BD.

British Steel

Turnover by region (£m)



Major finished products (£m)



British Steel's capital expenditure dropped from £250m in 1991/92 to £197m, and numbers employed at year-end fell from 49,500 to 42,100. However, some 3,300 of this reduction was accounted for by the creation of Avesta Sheffield, the Anglo-Swedish stainless steel producer into which British Steel Stainless was merged last November.

Clark chairman quits in aftermath of failed bid

By Peggy Hollinger

MR WALTER Dickson, chairman of C&J Clark, has announced his resignation from the family-owned shoe company which recently rejected a controversial bid from Berliford International after months of boardroom discussion.

Mr Dickson, appointed on a three year contract in 1981, is expected to step down within the next three months.

The chairman, who backed the Berliford bid, will receive no compensation payments other than the outstanding balance of his salary which was £205,000 last year. He will retain options, which must be exercised by 1996, over 615,000 shares at 130p. Earlier this year, the shares were valued at 100p.

The resignation was widely expected following the extraordinary meeting in May, where shareholders agreed to implement corporate governance proposals in a bid to fend off Berliford.

In a letter to shareholders this weekend, Mr Dickson said

that the bid was expected to occur within three to four years. He also announced that Mr Roger Pedder, a director, had been appointed deputy chairman.

Speaking from his home, Mr Dickson said the difficulties of the past year had "reflected the deep-seated problems of coming to the conclusions which (Clark shareholders) had to come to... as the agent of change."

Success would now depend on implementing to the full all the promises made at the EGM, he said. Flotation must be done on a "proper basis" with no strange mechanisms.

Clark has in recent years considered flotation through the issue of preference shares which would leave the controlling family shareholding intact.

Mr Dickson also said Clark, which saw pre-tax profits fall from £20.4m to £21.7m last year, had returned, encouraging results in recent months particularly in light of the devaluation of sterling.

It is expected that the company will return profits of more than £16m in the current year.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Cents - pending dividend	Total for year	Total last year
Allen S	£3.35	July 31	3.35	5	5
Amberley	£1	Oct 1	1	1	1
British Steel	£1	Aug 16	1.5	1	4.5
Dartmoor Inv Trst	£3.91	July 30	3.8	11.8	11.2
Derwent King	£1	Oct 1	0.5	0.5	0.7
HLI	£3.1	Sept 9	3	4.65	4.5
Polar	£1	Aug 13	1	1	4.5
Renold	£1	Aug 12	1	1	1
Stans Selective	£1	Sept 10	0.25	1	0.25

Dividends shown pence per share net except where otherwise stated. 10% on increased capital. SUSM stock.

Zeneca rights likely to be seen as a success

By Meggie Urry

THE £1.3bn rights issue from Zeneca, which closed at midnight, is likely to be seen as a success.

With the shares standing at 61p yesterday, down 4p, compared to the 500p rights price, institutional investors are expected to have taken up their rights.

The stock market was apparently unworried by the issue, with the FTSE 100 index rising 24 points to close at 2,903.4 yesterday.

However, Zeneca, the biotechnology business demerged this month from ICI, has a larger proportion of private shareholders than many companies, estimated at near 25 per cent of the capital.

Such investors are usually less likely to exercise their rights than institutions.

As a result the take up could be less than the 90 per cent plus figure often regarded as a good result for a rights issue.

However, SG Warburg, the lead underwriter to the issue, would hope to place any rump in the market rather than make a call on sub-underwriters to fulfil their obligations.

With such a large issue, even a small percentage left would represent a sizeable placing in money terms.

Investors may be encouraged to buy extra shares because of the high yield Zeneca offers, and the feeling that healthcare stocks have been oversold because of fears regarding the impending healthcare reforms in the US.

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Pressing in on the inner circle to escape a slow and painful death

Andrew Baxter examines the strategy underlining Stadco's delight at winning a £21m order from German carmaker Audi

FEW THINGS cheer hard-pressed manufacturers so much as winning a first-ever contract in a difficult foreign market against entrenched rivals. When that market is Germany, UK exporters need all the help they can get.

In March, Shrewsbury-based Stadco, part of publicly-quoted Hall Engineering (Holdings), announced a £21m order from Audi, part of the Volkswagen group, to supply vehicle assembly equipment and related tooling - its first order from a German-owned car company.

Last September's devaluation of the pound against the D-mark helped, says Mr Alan Mace, Stadco's managing director.

But the victory was also the result of months of close technical and commercial collaboration between the two companies in a market where suppliers increasingly need to get in early if they are to influence production processes.

Devaluation could not have come at a better time for Stadco. Coupled with the German motor industry's new found commitment to outsourcing components and manufacturing equipment beyond its traditional domestic suppliers,

the company has a special opportunity to expand its presence in the European automotive market.

Mr Mace wants to lift Stadco from the second tier of equipment suppliers up to, or close to, the hallowed inner circle of three big European suppliers: Comau of Italy and Kuka and Thyssen of Germany. As the carmakers reduce the number of suppliers with which they deal, Mr Mace wants Stadco to be on as many contract short lists as possible.

But he also believes that the devaluation, and the experience gained from working with the Japanese car producers or the Japanese-influenced motor industry in the UK - such as Rover - puts Stadco in a good position to develop its automotive pressings business.

Working with Japanese vehicle manufacturers in the UK has prompted Stadco to adopt their "cost-down" approach, eliminating waste, implementing continuous improvement programmes, and tightening stock control in a way that has yet to be achieved by continental European pressing companies.

German vehicle manufacturer

ers, too, have been slow to specify Japanese production equipment, he says, but could buy from Stadco, which has incorporated some elements of Japanese "lean" manufacturing techniques into its own equipment.

Mr Mace's ambitions for Stadco look like turning it into an increasingly important part of Hall, which is best known for its steel stock holding and construction product interests.

Stadco is the successor to the old Chatwood Safe Company, which began manufacturing at Shrewsbury in 1926 and now survives as Stadco Security, the strong room supplier and builder. Together with Stadco Cooling, which makes industrial cooling systems, this represents only about 5 per cent of the business.

The rest is automotive pressings - steel stampings and sub-assemblies - and automation, specialised equipment for assembling parts of a car body. And this is where Stadco has been growing. Orders received have jumped from a total of £25m in 1983 and 1984 to £15m in 1991 and 1992. Sales have risen from £11m in 1983 to £45m-£50m in each of the past two years. That compares with Hall's total turnover of £155.7m

in 1992. Stadco's profits hit a peak of £4.86m in 1991, but slipped back last year to £2.94m, a reflection of the difficult conditions in the motor industry.

In spite of the profits downturn, Mr Mace is confident about Stadco's future and its financial health. The company has been regularly generating cash since the mid-1980s, he says, and has sold more abroad than at home in five of the past 10 years.

And, over the past decade, capital employed has only doubled while sales have more than quadrupled - due to tighter management controls and better negotiations on payment terms from customers.

Behind the numbers, however, lies a change in strategy which Mr Mace believes rescued the pressings division from a "slow, painful death".

In 1986 and 1987, the division was at the peak of its profitability, making large pressings for the automotive industry.

But Stadco anticipated that customers would increasingly want to retain their large pressings in-house - to keep body-skin information private as long as possible, and to save

on damage and transportation costs.

The pressings business needed, therefore, to move into the market for smaller, higher value-added, sub-assemblies, which vehicle makers increasingly want to outsource. An example is a centre pillar assembly - "not exactly a glamour item, but there is quite a lot of assembly involved," says Mr Mace.

The change of tack has proved correct, he says. "Had we not moved out of simple, large pressings, we would not now be in business".

The automation division, meanwhile, is responding to the growth in its business and to the increasing size of individual contracts. The division's final assembly manufacturing space is being doubled to 40,000 sq ft.

At the same time, the division is trying to encourage vehicle makers to leave it more of the detail of an assembly line design and take it into their confidence earlier through a process of simultaneous engineering. The aim is to reduce costs and cut lead times while minimising the risk of losing business if a contract is put out to bidding in the traditional way.



To remain competitive, the business had to move into the market for smaller, lighter sub-assemblies and incorporate lean manufacturing techniques to meet customers' demands.

able, he says.

But Stadco remains heavily dependent on the automotive industry. "We're exposed both to the production side and to the capital expenditure side," says Mr Mace.

Consequently, he is on the

look-out for a "third leg" for Stadco - either in a different part of the automotive industry or, preferably, a non-automotive business in a technology that Stadco understands. "I'd feel more comfortable then," he admits.

Amberley upturn in second half

AMBERLEY, the USM-traded building preservation business with operations in France and Belgium, finished the year to March 31 with a pre-tax loss of £91,000, against a £7.00 profit.

There was, however, a significant upturn in the second half, said Mr James Leek, chairman. An operating profit of £48,000 was recorded prior to exceptional costs of £60,000 relating to the resignation of Mr Dennis Buckley, the former chairman.

In March, Mr Buckley and Mr Mark Pye, then managing director, sold the majority of their shares to Mr Robert Healy and Mr Brian Meddings, who became chief executive

and finance director respectively.

Mr Pye remains as managing director of the French and Belgian operations. Mr Leek became chairman in April; the same month Peter Cox placed its holding of 29.99 per cent of Amberley with institutions and with Mr Leek and his family.

Turnover was £3.82m (£3.18m). Losses per share were 1.71p (earnings 0.46p) but the dividend is again 1p.

Fletcher King

Fletcher King, the commercial estate agent and construction management group, reported virtually static profits in the 12 months to April 30.

Mr David Fletcher, chairman, said the outcome - profits amounted to £224,000 (£228,000) on turnover of £4.97m (£5.42m) - was "particularly satisfying" against the poor property market and in a

Siam Selective

Interest charges up from £54,487 to £61,413 left Siam Selective Growth Trust with

an after-tax loss of £201,117 for the year ended March 31, against £23,259 previously. Gross revenue rose from £536,622 to £697,442.

After tax of £83,435 (£56,938), deficit per share grew from 0.16p to 1.34p. The dividend, however, is lifted from 0.25p to 1p.

Ladbroke

Ladbroke Group announced a basic price of 175.75p per share for new shares to be issued to shareholders who elected for the enhanced share alternative to the 1992 final dividend.

At this price, a total of 53.2m new shares will be allotted under the enhanced alternative, with 12.42m of those shares being purchased by SG Warburg Securities and Smith New Court Securities under their cash offer - as subsequently increased by Swiss Bank Corporation.

Dealing in the new shares are expected to commence on June 25.

Dartmoor Inv Tst

Dartmoor Investment Trust reported net assets per share down at 79.33p at April 30, compared with 90.12p a year earlier. The fall followed a 28.05m rights issue during the period.

Net revenue for the year to the end of April came out higher at £2.84m (£2.3m) for earnings per share of 12.09p (11.5p).

A fourth interim of 3.9p (3.8p) makes a total for the year of 11.6p (11.2p) as stated in the rights prospectus.

BSN

BSN, the French food group whose interests cover goods from champagne to biscuits, is accelerating its ambitions

along more esoteric lines.

It is taking a 40 per cent stake in BEI Foods, a London-based group which imports and processes Indian and Chinese food. Its own brands include Lotus and Rajah; it is also the UK distributor of the Amoy brand, acquired by BSN in 1991.

BEI - the acronym stands for Bombay Emporium International - achieved turnover of £19.7m in 1992-93.

However, costs of sales were also reduced, from £11.37m to £11.37m. Losses per share worked through at 0.48p (0.40p).

Sidlaw

Sidlaw Group, the oil services, packaging and textiles concern, is paying £3.7m to acquire Deside Packaging (Stonehaven) and Shield Packaging.

Deside and Shield are established manufacturers of flexi-

ble packaging for a range of consumer product markets, most notably bread, frozen and processed foods and soft tissue products.

Consideration for Deside, a privately-owned company based near Aberdeen, amounts to £1.7m, of which £161,000 has been paid in cash and the rest satisfied by the issue of variable rate unsecured loan stock 1994-2000.

The £1m price for Shield, located in Washington, near Newcastle, has been paid in cash.

No probes

The proposed acquisition by MD Foods of certain assets of Dairy Crest and the acquisition by Northern Independent Hospitals of all the shares it does not already own in North West Independent Hospitals are not being referred to the Monopolies and Mergers Commission.

FT GUIDE TO WORLD CURRENCIES

The table below gives the latest available rates of exchange (rounded) against four key currencies on Monday, June 21, 1993. In some cases the rate is nominal. Market rates are the average of buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are linked.

COUNTRY	£ STG	US \$	D-MARK	YEN (X 100)	COUNTRY	£ STG	US \$	D-MARK	YEN (X 100)
Argentina	20.25	65.7000	80.6004	63.0005	Barbados	13.4255	6.0045	5.3479	7.6391
Algeria	12.95	103.545	84.8527	55.2001	Germany (D-Mark)	1.2125	1.599	1.5234	1.5751
Angola	33.55	22.556	13.3532	20.3025	Greece	1.222	0.655	378.105	574.897
Andorra	8.4425	5.6755	3.3601	5.1063	Iceland	1.2125	1.599	1.5234	1.5751
Anguilla	1.20	2.699	1.592	2.4202	India (Rupee)	1.2125	1.599	1.5234	1.5751
Antigua	1.20	2.699	1.592	2.4202	Indonesia	1.2125	1.599	1.5234	1.5751
Argentina	1.0425	5.6755	3.3601	5.1063	Iran (Rial)	1.2125	1.599	1.5234	1.5751
Anguilla	1.20	2.699	1.592	2.4202	Ireland	1.2125	1.599	1.5234	1.5751
Antigua	1.20	2.699	1.592	2.4202	Italy (Lira)	1.2125	1.599	1.5234	1.5751
Argentina	1.0425	5.6755	3.3601	5.1063	Japan	1.2125	1.599	1.5234	1.5751
Anguilla	1.20	2.699	1.592	2.4202	Kenya (Shilling)	1.2125	1.599	1.5234	1.5751
Antigua	1.20	2.699	1.592	2.4202	Malta	1.2125	1.599	1.5234	1.5751
Argentina	1.0425	5.6755	3.3601	5.1063	Mexico (Peso)	1.2125	1.599	1.5234	1.5751
Anguilla	1.20	2.699	1.592	2.4202	Niger (Fr. CFA)	1.2125	1.599	1.5234	1.5751
Antigua	1.20	2.699	1.592	2.4202	Nigeria	1.2125	1.599	1.5234	1.5751
Argentina	1.0425	5.6755	3.3601	5.1063	Norway	1.2125	1.599	1.5234	1.5751
Anguilla	1.20	2.699	1.592	2.4202	Poland (Zlote)	1.2125	1.599	1.5234	1.5751
Antigua	1.20	2.699	1.592	2.4202	Portugal (Escudo)	1.2125	1.599	1.5234	1.5751
Argentina	1.0425	5.6755	3.3601	5.1063	Portugal (Escudo)	1.2125	1.599	1.5234	1.5751
Anguilla	1.20	2.699	1.592	2.4202	Portugal (Escudo)	1.2125	1.599	1.5234	1.5751
Antigua	1.20	2.699	1.592	2.4202	Portugal (Escudo)	1.2125	1.599	1.5234	1.5751
Argentina	1.0425	5.6755	3.3601	5.1063	Portugal (Escudo)	1.2125	1.599		

COMMODITIES AND AGRICULTURE

European zinc producers plan co-ordinated cuts

By Kenneth Gooding,
Mining Correspondent

DESPERATE EUROPEAN zinc producers are hoping to implement a co-ordinated industry scheme where one or two of them will permanently close smelting capacity and the rest of the EC industry will provide cash to cover the closure costs.

At present 18 European zinc smelters, one third of the world total, chase the same raw materials and the same customers. Analysts have been suggesting for months that the long-term outlook for them is grim and that some will have to close.

The industry apparently agrees with this prognosis and a dossier about the so-called voluntary closure scheme is being prepared for the European Commission, which must give its approval. The commission is expected to give the go-ahead because it approved a similar scheme for the European zinc industry in the early 1980s. There were long discussions then, and also in the mid-1980s, during which potential closure candidates were identified by the industry. But market conditions improved and the scheme was quietly allowed to lapse.

Industry executives said yesterday that a dossier for the commission should be ready as soon as the European summer holidays were over. There would then be industry discussions about which smelters should close and how much per tonne of annual output the rest of the industry should pay

if they did shut down. In the 1980s smelters in Germany, southern Italy, Spain and the UK were on the short list for closure.

Zinc's anti-corrosion properties are used mainly for galvanised steel for the automotive and construction industries. Pressure is building up on producers because prices are near their all-time lows and demand is weak, particularly in Europe where recession in Germany is biting hard.

One observer made it clear, however, that the industry was not unanimous. "Is this the right way to stimulate rationalisation of the European industry? Would not that rationalisation happen anyway?" he asked.

Mr David Humphreys, economist at the RTZ Corporation, the world's biggest mining group, said recently that European zinc smelters, which mainly buy in their raw materials and have no associated mines of their own, would suffer because of both the quantity and the quality of zinc concentrate (an intermediate material) likely to be available in the second half of the 1990s.

He said there were already indications that a combination of very low prices for zinc metal and very high treatment charges for concentrates would lead to cuts in zinc production and investment so severe as to leave the market short of concentrate and metal had been substantially reduced.

A number of mines would be exhausted in the 1990s and there was only one large-scale

zinc mining project at present fully committed; MM's \$300m McArthur River project in the Northern Territory of Australia.

As for the quality of the concentrate, Mr Humphreys pointed out that two of the three new smelters being planned would use the so-called Imperial Smelting Process and a substantial part of the proposed increase in mine capacity was for bulk (mixed lead-zinc) concentrates usable only at ISP plants. Potentially this added to pressures on non-integrated electrolytic zinc plants which required clean zinc concentrates. "This, together with falling domestic zinc production, would point to further problems for Europe's custom smelters."

Mr Humphreys added: "More zinc smelter production cuts are urgently needed. Exchange rates and the condition of the domestic market suggest that cuts will need to be in Europe."

The Metals & Minerals Research Services consultancy group was also pessimistic about the zinc industry's future in a recent report - "Zinc's structural surplus: Temporary or long-term blight?" It suggested production capacity would remain well above demand until at least the end of 1996 and that zinc prices would be weak compared with those of the medium-term past - even when present huge stocks of concentrate and metal had been substantially reduced.

In Dareda it has been established that the small herds of goats owned by most families

Giving African farm aid a feminine touch

In Tanzania the women till the soil while the men concentrate on weightier matters

MAMA FLORA Yrafay

is one of the leaders of her community. She lives in a mud hut in the village of Dareda in the district of Babati in Tanzania. Her age, I estimate, is about 25 and she has five children under seven years of age.

The aid worker who introduced this lady to me last week described her as a "mover and shaker" and influential in persuading her neighbours to adopt new farming ideas. For women, I was told, were the real farmers in this part of Africa. The men tend to sit around most of the time discussing great issues and drinking locally distilled gin. Their wives till the soil, plant and harvest the crops and milk the goats, as well as cooking meals and rearing a large brood of children.

That is why Farm Africa, a British-based charity, is targeting women in this densely populated area. If they can persuade them to adopt more efficient methods of food production, the charity reasons, their activities will have the greatest overall effect on the well-being of children and the whole community.

The methods used by Farm Africa are basic. Firstly it tries to establish what the women themselves need, which sounds obvious but is radically different from the approach of some other aid agencies. Many major charities have the reputation of imposing on poor communities massive "improvement" schemes that may be alien to local culture and therefore destined for failure. Farm Africa starts at grassroots.

In Dareda it has been established that the small herds of

FARMER'S VIEWPOINT



By David Richardson

are not only grossly inefficient for both milk and meat production but, as they roam the village, usually tended by children, are also denuding the area of vegetation and trees. Goats are widely recognised as destructive animals because of their indiscriminate grazing habits.

Farm Africa is therefore recommending to the women that they erect small huts for their goats and keep them confined all the time. The feed is then cut and carried to them by a system called, in more advanced agricultural societies, zero grazing.

The paradox is that animal welfare in the west condemns such systems for limiting the movement of the animals. In Tanzania, however, the priorities are different and damage to the environment leading to lack of food for the future together with associated erosion of the soil are seen as the most important considerations.

Alongside this changed system of goat keeping Farm Africa has introduced British-bred female goats which give five to six pints of milk a day, three to four times as much as the native nannies. This is a quantum leap in production and although the number of

British Toggenbergs in Dareda is so far only about 30 females and one male the effect on those who have them has been dramatic.

Children are better nourished by the larger quantities of rich milk and the superior goats give the families a feeling of greater wealth. But Farm Africa is anxious to spread these benefits as widely as possible and insist that after one lactation each Toggenberg female is passed on to another family leaving the first owner with the young goat it has just produced.

In addition the billy goat is made available for a fee of £2 to mate with the local village females. A service for goats was unheard of until Farm Africa arrived but such is the perceived improvement in potential production from the cross breeding that the billy is kept very busy.

The initiative also advocates a programme of tree planting and has developed a simple but more efficient stove for cooking.

In the past this has been done on open fires, which burn a great deal of wood. This has led to the cutting of large areas of trees and there has previously been little attempt to replant. All over Tanzania the heavy downfalls of the rainy season have gouged great channels through the unprotected red soils and washed the alumina down the rivers.

So the combination of the fuel-efficient clay stoves, moulded and made by women like Mama Flora Yrafay and sold to others for a little over £1 each and the tree planting programme will in time help to control the erosion.

Another aspect of Farm

cent of Tanzanians are under 14 years of age.

The socialist government, which has owned all the land since nationalisation in 1974 but is just beginning a modest programme of privatisation, is done by hand or head and on foot. Tractors are far too expensive and hi-tech, so oxen are the appropriate compromise.

Groups of co-operating women are being encouraged to take out interest-free loans from Farm Africa with which to purchase two or four oxen together with basic equipment like a plough, a weeder and a cart.

All these improvements are being disseminated through the local government-employed extension service - one man who, lacking any other means of transport, has to walk from farm to farm over a vast area - and through the schools.

As would be expected in a country where it is normal for women to have between five and ten children, the schools are teeming with pupils. But they too have few resources and it is not unusual to find a ratio of one teacher to 90 or 100 children.

The schools do, however, usually have a few acres of land - as food production is the most crucial subject children can study. Time spent at this level, says Farm Africa, is a vital investment in the future.

But the scale of the problem of rural poverty in Tanzania is immense. Of its 23m people it is estimated that 90 per cent are involved in agriculture - usually at subsistence level or worse. The population of the country is increasing at about 3 per cent each year and 50 per

cent of Tanzanians are under 14 years of age.

The socialist government, which has owned all the land since nationalisation in 1974 but is just beginning a modest programme of privatisation, is done by hand or head and on foot. Tractors are far too expensive and hi-tech, so oxen are the appropriate compromise.

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a vast area - and through the

schools.

But the reasons so many are

concentrated around Dareda is

because it is a good farming

area with relatively reliable

rainfall. Conversely, the reason

other areas are under-populated

is because the land is

poor and the rain unreliable.

Clearly population control is an urgent priority. But the culture of the people is such that large families are seen as security for old age and there appears little inclination to tackle such a delicate subject.

My farmers' assessment of

the food supply situation in

Tanzania is that it is a disaster

waiting to happen. Poverty breeds population and wealth is denied to all but those who exploit the system. Corruption is admitted to be rife at all levels of government and business.

Given the size of the problem

Farm Africa's efforts seem puny. But at least it is starting at the right level and the tiny area in which it operates is already beginning to benefit from its efforts.

Polish copper combine lifts output

By Christopher Bobinski
in Warsaw

POLAND'S KGHM state-owned copper producer has reported a Zl 1.415bn (US\$41m) net profit for 1992 as output in the first five months of this year is running 3.4 per cent higher than in the same period last year.

The first five months of this year have seen copper output

reach 171,000 tonnes, 3.4 per cent more than last year, when it rose by 2.3 per cent despite a six week strike. In 1991, KGHM, where the trade unions are resisting an attempt to sell a minority stake to foreign investors, reported a Zl 2.900bn net profit, equivalent US\$82m at the present exchange rates.

Pressure builds up in aluminium market

By Kenneth Gooding

IT IS ONLY a matter of time before the aluminium market succumbs to renewed downward pressure on prices, suggests Billiton-Enthoven Metals, part of the Royal Dutch/Shell group.

"Demand remains poor, stocks continue to accumulate and still producers are demonstrating a strong reluctance to respond to calls for further hefty cuts in production," says

Mr Angus MacMillan, Billiton's research manager.

Outlining in Billiton's latest weekly Metals Report those aluminium production cuts already announced, Mr MacMillan points out that the only recent addition to the total has been the closure of a second 45,000-tonnes-a-year pot line at Alusuisse's smelter in Germany. This follows the closure of a first pot line in March of last year.

On the other hand, Columbia

MARKET REPORT

London COCOA prices continued last week's rally as the September contract climbed towards £750 a tonne. New York's higher opening provided a spur of buying interest in London in the afternoon, but traders attribute the recent break-out mainly to technical factors. London robusta COFFEE prices lost further ground in the afternoon as the market drifted back in line with New York. Earlier hopes that prices might attempt to edge higher faded quickly as New York opened lower. Both markets continued to disregard talk of retention schemes among Latin American producers. "We are not concerned," says

many times have we heard this before? Anything that starts from outside an international coffee agreement never takes off," one trader said. On the LME three-month COPPER was unable to hold above \$1,900 a tonne after advancing in early trading. But dealers said a further attempt is likely today. Three-month ALUMINIUM was unable to reach the \$1,215 a tonne target, easing from its highs on the curb with copper, but remaining technically constructive. GOLD futures were trading near session lows at midday on Comex.

Compiled from Reuters

SUGAR - London FOX

(\$ per tonne)

White 2764 (2126) White 2764 (2126)

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar/DM at a 21-month high

THE DOLLAR yesterday consolidated Friday's powerful upward move against the D-Mark, touching its highest levels against the German currency since October 1981, before falling back amid profit-taking, writes James Blitz.

There was no important news affecting the fortunes of the dollar in Europe or US trading yesterday. But, amid economic weakness in Germany and a serious political crisis in Japan, the dollar is being courted by institutional investors who believe the currency's immediate prospects are very strong.

After closing on Friday in Europe at DM1.6890, the dollar moved up sharply in Monday's Asian trading, to peak at DM1.6953 at the start of European trading.

The currency later fell back against the D-Mark in Europe, partly pushed down by the figure for May's M3 money supply growth in Germany which was somewhat higher than had been expected.

Last week, at least two Bundesbank council members had led the market to believe that the May figure might fall within the Bundesbank's self-imposed target for M3 of 4.5 per cent to 6.5 per cent on

an annualised basis. In the event, the figure came in at an annualised 6.7 per cent, leading some market participants to think that the Bundesbank might not cut its repo rate this week, increasing the return on D-Mark denominated investments.

The dollar closed at DM1.6950, up nearly a pfennig on the day.

Despite the setback, Mr Neil MacKinnon, head of currency research at Citibank in London, said that the current price action was similar to the dollar's in October of last year, after it had hit a historic low against the D-Mark. The dollar was followed by a 20 pfennig move upwards, and we could be on the verge of a similar move again," he said.

The dollar also rose against a yen that has been rocked by the political tremors enveloping Japan after Mr Kiichi Miyazawa's resignation as prime minister.

Dealers pushed the yen down to Y111.00 to the dollar by the European close after it had traded at around Y110 on Friday night.

The Japanese currency remains well underpinned by the country's massive trade surplus although one dealer suggested yesterday that it could soon hit Y115.

The French franc softened slightly against the D-Mark yesterday after the Bank of France again cut official interest rates. But the retraction was marginal, and the French currency closed at FF19.360 having penetrated this level earlier in the day.

Sterling consolidated its strength against the D-Mark, closing unchanged at DM2.5125. But the currency weakened sharply against the powerful dollar, closing nearly a cent down yesterday at \$1.4875. If the trend continues, it will undermine all thought of a base rate cut this summer.

FINANCIAL FUTURES AND OPTIONS

LIFFE LONG DOLLAR FUTURES OPTIONS

EURO 100 pence of 1992

Strike	Call-settlement	Put-settlement	Price	Sep	Oct	Dec
100	1.00	0.99	0.02	0.82	0.80	0.45
105	1.57	2.18	0.45	1.56	1.51	0.51
105	1.19	1.32	1.07	2.25	1.79	0.51
105	1.27	1.25	1.25	2.25	1.79	0.51
105	0.33	1.04	2.21	2.25	1.79	0.51
105	0.19	0.51	3.07	2.25	1.79	0.51
110	0.10	0.37	3.45	2.11	1.79	0.51
111	0.04	0.04	3.77	2.11	1.79	0.51

Estimated volume: 1,000. Calls 2000. Puts 2000.

Previous day's open int: Calls 27822 Puts 2267

Previous day's close: Calls 27883 Puts 21738

Estimated volume: 1,000. Calls 27822 Puts 2267

Previous day's open int: Calls 27883 Puts 21738

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NEW YORK STOCK EXCHANGE COMPOSITE PRICES



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Continued on next page

NYSE COMPOSITE PRICES

4 pm close June 21

NASDAQ NATIONAL MARKET

4 pm close June 2

AMEX COMPOSITE PRICES

— 10 —

Cabot Med	12 100	43 120	22 14	24 14	Grid Wt	12 352	134 125	134 14	14	NAC Re t	0.16 58	848 343	334 333	333 3	Tekco Sys	155 1105	85 ⁶	74 ⁶	74 ⁶	
CarbMed	24 101	75 ⁶	7	7	GTI Corp	24 69	27	26	26 ⁴	Nash Frch	0.72 11	235 213	21 213	21 213	TeleCommA	2794314	22 ³	21 ³	23 ³	
CarSoft	1.54 16	189 271	26 ³	26 ³	GTI NY Svc	65 1090	6	5	5	Nat Pizza	21 26	75 ⁶	7 75 ⁶	7 75 ⁶	TeleSoft	20 160	41 ⁶	41 ⁶	37 ⁶	
Care Cp	12 579	75 ⁶	7	7	GTI NY Svc	65 1090	6	5	5	NatCom	0.20 27	157 543	531 545	545 545	TelSoft	29 1341	383 ³	351 ²	365 ²	
Carle	2.25 11	1117 142	134 14	14	Healthcare	14 2195	132	13	132	Nat Corp	0.36 14	484 154	154 154	154 154	Telcom Cp	0.07 12	490 92 ⁶	92 ⁶	92 ⁶	
CarMicro	30 1253	124 ²	172 ²	18	Healthcare	14 2195	132	13	132	Nat Data	0.44 28	904 164	152 163	163 163	Telco Tac	375 78	78 72 ⁶	72 ⁶	72 ⁶	
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Carson Inc	0.54159	33 800 ⁶	507 ⁶	502 ⁶	Healthcare	14 221	93 ⁶	9	93 ⁶	Navigator	24 2	342 323	334 334	334 334	TJ Int x	0.42 42	105 374	36	36-33	
Caronie	2 6	4 ²	42 ²	42 ²	Healthcare	14 91	252 ² 242 ²	252 ²	252 ²	NEC	0.42112	21 44	40 40	40 40	Tokos Med	29 4208	8 82 ⁶	82 ⁶	82 ⁶	
Cardinal	0.10 15	508 26	26 ³	27 ³	Healthcare	14 92	27 366	255 ⁶	254 ⁶	Netcor	15 1201	234 ²	224 ²	224 ²	Tokyo Med	0.32110	8 58 ⁶	55 ⁶	55 ⁶	
CarforonCm	0.57 22	33 225 ⁶	234 234	234	Healthcare	14 2195	132	13	132	Netwv Gen	15 649	94 94	94 94	94 94	Tom Brown	20 663	121 ²	121 ²	121 ²	
Cascade	0.80 16	30 22	20	20	Healthcare	14 2195	132	13	132	Netwv Sys	6 1209	9 84	9	9	Toppo Co	0.26 27	3033 94 ⁶	94 ⁶	94 ⁶	
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Cellular	3 35	131 ⁶	123 ⁶	123 ⁶	Healthcare	14 51	71 ²	7	7	Neurogenx	0.08 18	83 16	40153 ⁴	154 ⁶	Transwick x	0.88 16	43 403 ³	404 ³	403 ³	
CEM Cp	19 16	61 ²	59 ²	59 ²	Healthcare	14 51	85 274	263 ⁶	263 ⁶	New Image	25 176	19 18	184 ⁶	184 ⁶	Ticare	21 476	276 ²	25 ²	25 ²	
CentraTel	19 155	8	74 ⁶	8	Healthcare	14 2195	132	13	132	HedgeNet	70 2426 465 ²	434 ²	454 ²	454 ²	Trimble	11 226	81 ²	81 ²	81 ²	
Centrocor	1 1889	85 ⁶	84 ⁶	84 ⁶	Healthcare	14 2195	132	13	132	Netwv Corp	0.04 2	306	57 ⁶	55 ⁶	TrustcoSic	1.80 15	148 41 40	41 40	41 40	
Centri Rd x	1.03 13	2261 294 ⁶	276 ²	294 ²	Healthcare	14 2195	132	13	132	Netwv Dr	34 1052	84 ⁶	78 ⁶	78 ⁶	Teng Lab	16 2886	131 ²	121 ²	121 ²	
Centri Spr	53 54	111 ²	102 ²	104 ²	Healthcare	14 2195	132	13	132	Netwv Dr	0.48 22	115 452	44	45	TysonFd A	0.04 18 1458 22 ³	22 ³	22 ³	22 ³	
Chandler	13 22	4 ²	34 ²	34 ²	Healthcare	14 2195	132	13	132	Netwv Dr	0.34 17	3030 2712028 ²	27	27	-	-	-	-	-	
Chaper 1	0.64 8	1688	26 274 ⁶	275 ⁶	Healthcare	14 2195	132	13	132	Netwv Dr	0.72 12	154 142 ²	154 ²	154 ²	-	-	-	-	-	
Charming	0.08 17	114432	131 ²	131 ²	Healthcare	14 2195	132	13	132	Netwv Dr	0.74 13 2120	41 401 ²	402 ²	402 ²	-	-	-	-	-	
Checkup ⁹	19 135	95 ⁶	93 ⁶	93 ⁶	Healthcare	14 2195	132	13	132	Netwv Dr	0.74 13 2120	41 401 ²	402 ²	402 ²	-	-	-	-	-	
Chemdepon	28 49	53 ⁶	54 ⁶	54 ⁶	Healthcare	14 2195	132	13	132	Netwv Dr	0.74 13 2120	41 401 ²	402 ²	402 ²	-	-	-	-	-	
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AMERICA

Uncertainties obliterate early equity gains

Wall Street

After posting early gains on a technical rebound from last Friday's futures and options-related losses, US share prices eased back from their highs amid continued uncertainty over the outlook for the economy and equities, writes *Patrick Harwood* in New York.

At 1pm, the Dow Jones Industrial Average was 2.76 ahead at 3,497.53. The more broadly based Standard & Poor's 500 was 1.22 higher at 444.90, while the Amex composite was down 1.36 at 435.46, and the Nasdaq composite down 2.03 at 687.56. Trading volume on the NYSE was 119m shares by 1pm, and rises outnumbered declines by 985 to 795.

Last week ended with a steep loss on the Dow, incurred because of selling linked to the monthly expiration of stock and stock index futures and options, an event known as "triple-witching". Consequently, prices bounced back sharply at the opening yesterday in the traditional post-triple-witching rally, with the Dow gaining 16 points in the first few minutes of trading.

Stocks, however, were unable to hold on to those gains, and by early afternoon prices were either unchanged on the day or, in the case of secondary issues, firmly anchored in negative territory. Uncertainty over the economic outlook and the immediate future for stocks was behind the markets' poor performance, although the Dow was especially hard hit by a decline in Caterpillar shares following a profits warning from the big industrial company.

Even a solid rise in bond prices - the benchmark 30-year bond was up almost half a point, and the yield down to 6.76 per cent - failed to stimulate much interest in equities. Some analysts believe that the markets may have already set-

tled into a narrow trading pattern for the summer, and a prolonged period of relatively subdued activity.

Among individual stocks, Caterpillar stood out, falling \$5 to \$72 in hectic midday trading after the company warned that its non-US business was weakening. Later in the session, however, the price rallied slightly, and by early afternoon the shares were at \$73, registering a fall of \$3.

Tambraids jumped \$5 to \$45 in heavy trading on reports that the board is considering selling the company which, at the start of trading yesterday, had a market value of about \$1.6bn. One of the companies named as a possible buyer, Johnson & Johnson, saw its share slide \$4 to \$42.50.

Nike jumped \$3 to \$36.50 as investors got the first real chance to react to Friday's news, announced after the market had closed, that the sportswear maker expects its earnings for the year ending in May 1994 to fall significantly short of market expectations.

The warning led to a series of positions by short-term traders, most investors remained on the sidelines. "People are not sure what to do," he added.

Losers overwhelmed gainers by 1,044 to 52, with 81 issues unchanged. The Topix index of

ASIA PACIFIC

Political uncertainty leaves Nikkei 3% weaker

Tokyo

POLITICAL uncertainty left share prices down 3 per cent and at their lowest level for four months, as reformists in the ruling Liberal Democratic party poised themselves to launch their own political groups, writes *Emiko Terazono* in Tokyo.

The Nikkei average lost 592.11, the largest day's fall of the year, at 19,212.43. The index opened at the day's best of 19,424.40 and dropped to a low of 19,039.55 in afternoon trading on selling by foreign institutions and individuals.

Volume totalled 340m shares, against Friday's 253m. Mr Yasuo Ueda at Nikko Securities said that apart from squaring up to the weaker dollar pushed down large-capital shares and financials. Nippon Steel fell Y18 to Y362 while Industrial Bank of Japan lost Y10 to Y2,820.

Brokerage issues were the

all first section stocks declined for the sixth consecutive day, shedding 56.04 to 1,531.28, but in London the ISE/Nikkei 50 index edged up 0.61 to 1,174.62.

Bonds and the yen were also weaker. The dollar closed Y3.08 higher at Y104.48, while the No 145 10-year benchmark bond fell 0.38 to 106.91. Mr Sotuchi Enkyo, an economist at Nomura of Tokyo, said the risks of holding the yen would increase sharply until the Tokyo summit at the beginning of next month.

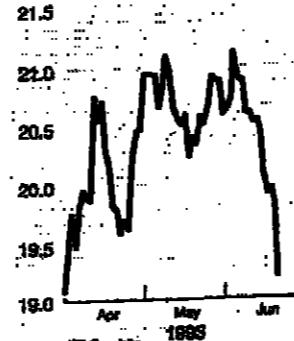
NTT, the benchmark for market sentiment, plunged Y79,000 to Y831,000. Margin traders, who faced additional margin requirements as seen by the share price declined, were seen liquidating holdings.

Receding hopes of credit easing due to the weaker dollar pushed down large-capital shares and financials. Nippon Steel fell Y18 to Y362 while Industrial Bank of Japan lost Y10 to Y2,820.

Brokerage issues were the

Japan

Nikkei Average (100)



Source: FT Graphics 1993

21.5
21.0
20.5
20.0
19.5

Apr May Jun

In Osaka, the OSE average plunged 785.55 to 21,167.54 in volume of 20.7m shares.

Roundup

A NUMBER of Pacific Rim markets took a lead from Tokyo. Jakarta and Kuala Lumpur were closed for public holidays.

HONG KONG slid by 2.7 per cent as the Sino-British Joint Liaison Group ended a first day of talks on the colony's future with no comment on progress. The Hang Seng index closed at the day's low, down 197.17 at 7,003.53.

Cheung Kong and its affiliate, Hutchison, met the strongest selling pressure, falling 80 cents and 70 cents to HK\$26.80 and HK\$20.30 respectively.

Semi-Tech added 40 cents at HK\$5.16 in spite of last Friday's announcement that it will pay \$58m to settle a legal dispute.

AUSTRALIA's All Ordinaries index edged down 3.8 to 1,725.6 in a turnover of A\$183.5m.

Against the trend, News Corp rose afresh by 10 cents to A\$7.60 on reports that it will be a shareholder in the float of the Seven Network.

Advance Bank closed 4 cents lower at A\$3.05 after rumours that it might buy State Bank of New South Wales. Commonwealth Bank firmed 3 cents to end at A\$3.43.

TAIWAN finished lower across the board and the weighted index shed 40.53 to 4,074.37 in thin turnover of T\$13.8m.

Financial stocks were among the hardest hit, with Cathay Insurance down T\$1 to T\$13.6 and First Commercial Bank losing T\$2.50 to T\$14.2.

MANILA continued to consolidate, with much of the buying interest focused on new company issues. The composite index finished 3.95 softer at 1,573.91.

BOMBAY managed to erase much of an early sharp fall as state-owned financial institutions and mutual funds became

buyers late in the day. The BSE index finished 7.30 down at 2,218.83.

The early decline was triggered by unsubstantiated rumours that Mr Harish Mehta, the central figure in a \$1.28bn securities scandal, would produce evidence to support his allegations that he paid \$10m to Prime Minister P.V. Narasimha Rao.

KARACHI's pharmaceuticals rose on press reports of a control of medicine prices and financials gained on institutional buying, as the KSE index gained 2.07 at 1,225.8.

SEOUl gained ground in moderate trading, with buying focused on shares with low price-earnings ratios, financials and vehicle issues.

The composite index closed 5.88 stronger at 765.06.

COLOMBO saw demand for banks as the CSE all-share index moved forward 16.25 to 615.32 in a turnover of Rs2.5m. National Development Bank forged ahead Rs2.75 to Rs2.7.

Bosnia
pressed
peace pr

EUROPE

Interest rate manoeuvres lift Paris and Amsterdam

INTEREST rate cuts lifted Paris and Amsterdam yesterday and, coming towards the close in Belgium, they are expected to do the same for Brussels today, writes *Our Markets Staff*.

PARIS got its ninth interest rate cut since mid-April and the CAC 40 index rose 18.88 to 1,929.17. In spite of some caution ahead of annual meetings due this week, dealers felt that most bad company news was already in share prices.

Volume was FFr1.94bn. CEF Aquitaine rose FFr10.50, or 2.12 per cent to FFr135.40 after losses last week. Peugeot, with a shareholders' meeting coming up this week, was also among the biggest winners to FFr1.50 and Philips by 50 cents to FFr13 to FFr30.

Other big wins included Crédit Local de France, up FF1.92 to FF16. Rhône Poulen A share, held by a token FFr1 to FF1537, although the company said it would sell its 35 per cent stake in Roussel Uclaf, its associated pharma-

ceutical company, for about FF4.5bn. Roussel itself was suspended at FF15.75.

AMSTERDAM picked up as the day progressed in response to lower interest rates and the firm dollar and the CBS Tendency index added 0.9 to 110.1.

A 10-basis point cut to 6.90 per cent in the Dutch special advances rate came as little surprise to the market but was seen as opening the way for a broader easing of official bank lending rates.

Royal Dutch hit a 12-month closing high of FFr1.59, up 20 cents, as early US demand triggered more widespread buying. Currency considerations helped Unilever FFr13 higher to FFr20.50 and Philips by 50 cents to FFr13.

FRANKFURT ended the official session only slightly higher, the DAX index closing 0.22 higher at 1,898.82 but, said Mr Eckhard Frahm at Merck Finck in Düsseldorf, it put on another 8 points in the post-bourse. The post-bourse saw the pub-

lication of a German M3 growth figure of 6.7 per cent for May after a revised 7 per cent for April. Analysts felt that the figure, at least, was moving in the right direction.

However, there were other features on the day. The strength of the dollar brought improvement to the cyclical, BMW and Volkswagen rising DM5 to DM45.65 and DM545 in carmakers and BASF by DM2.60 to DM237.80 in chemicals.

In Bonn, the economics minister Mr Günter Rexrodt said that Germany's corporate tax structure could be reformed without a reduction in tax write-off allowances, opening the way for a compromise on the government's tax reform plans.

In Munich, Mr Edmund Stoiber, the new premier of Bavaria, said that he wants to push through the privatisation of state holdings, including that in the 58 per cent owned energy group Bayernwerk, as soon as possible. Viag, linked with Bayernwerk through cross-shareholdings, rose DM2.60 to DM237.80 in chemicals.

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ZURICH took advantage of the strong dollar and shares ended at an all-time high. The SMI index rose 11.5 to 2,329.5. Nestlé reversed early small

losses to add SFr7 to SFr130 while Roche certificates rose SFr5 to SFr400.

VIENNA's ATX index rose 9.8 to 84.09 in heavy trading, driven higher by strong gains in Creditanstalt preferred, on rumours that the bank would publish improved first half results. Creditanstalt preferred gained Sch25 to Sch24, and were quoted higher still in the post-bourse.

ISTANBUL closed at its eighth record high this month as the market index soared 67.95 or 9 per cent to 11,144.

The continued optimism followed expectations that talks between the True Path Party and the Social Democrat People's Party to establish a new coalition government could soon be finalised.

The market also welcomed

weakend press reports that the prime minister designate, Mrs Tansu Çiller, would insist on strict enforcement of economic measures, including rapid privatisation, to revitalise the economy.

Japanese equities lead the world lower

MARKETS IN PERSPECTIVE									
		% change in local currency ↑		% change starting ↑		% change in US \$ ↑			
1 Week	4 Weeks	1 Year	Start of 1993	Start of 1992	Start of 1991	Start of 1990	Start of 1989	1993	1992
Austria	+1.06	+4.80	-10.12	-7.57	+5.22	+2.97	+2.75	+8.75	+7.45
Belgium	+2.48	+1.29	+8.37	+11.74	+8.99	+7.89	+7.89	+8.75	+8.26
Denmark	+2.40	+0.35	+18.06	+16.60	+15.22	+15.22	+15.22	+15.22	+15.22
Finland	-0.71	-10.78	+51.30	+35.34	+27.36	+25.86	+25.86	+25.86	+25.86
France	-0.42	+3.28	+1.50	+1.47	+3.98	+2.73	+2.73	+2.73	+2.73
Germany	+0.08	+3.83	+5.73	+4.53	+6.86	+5.59	+5.59	+5.59	+5.59
Ireland	+0.28	+3.21	+17.97	+10.79	+18.71	+17.30	+17.30	+17.30	+17.30
Italy	+0.03	+22.83	+25.99	+23.28	+21.82	+21.82	+21.82	+21.82	+21.82
Netherlands	+1.29	+4.38	+10.43	+13.48	+10.93	+9.62	+9.62	+9.62	+9.62
Norway	+2.85	+0.72	-1.12	+13.16	+11.82	+10.49	+10.49	+10.49	+10.49
Spain	+2.75	+4.09	+6.69	+24.46	+25.11	+21.17	+21.17	+21.17	+21.17
Sweden	+0.52	+1.51	+19.24	+10.57	+5.00	+3.74	+3.74	+3.74	+3.74
Switzerland	+0.39	+4.01	+23.03	+13.36	+12.05	+10.72	+10.72	+10.72	+10.72
UK	+0.53	+2.34	+13.86	+2.77	+2.77	+1.55	+1.55	+1.55	+1.55
US (Europe)	+0.52	+1.26	+9.41	+8.19</td					